

ALTERNATIVE ENTERPRISE AND AGRITOURISM: FARMING FOR PROFIT AND SUSTAINABILITY TOOL KIT

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For

VIII. MARKETING

Alternative Enterprises--Value-added Agriculture. Technical Note Draft. NRCS.
Reproduce as needed.

Consumer Supported Agriculture. Information Sheet. NRCS. Call 888-LANDCARE or
reproduce as needed

Consumer supported Agriculture. Technical Note Draft. NRCS. Reproduce as needed.

Dynamic Farmers' Marketing: A Guide to Successfully Selling Your Farmers' Market
Products. Jeff Ishee, Bittersweet Farmstead, P O Box 52, Middlebrook, VA 24459.
Telephone 540-886-8477. Cost \$14.95 plus \$2.50 shipping. This book addresses
effective planning and income potential, farmers' market organization, products that sell,
role of quality, and specialty products, and being successful at selling your products. It
contains a large amount of information about relationships and customers.

The New Farmers Market: 1001 Ways to Make Market Sales Sizzle. by Eric Gibson.
Book to be published the summer of 2000. Write to New World Publishing, 11543
Quartz Dr. #1, Auburn, CA 95602

"Innovative Marketing Opportunities for Small Farmers: Local Schools as Customers,"
Agricultural Marketing Service. To order go to web site <usda.ams.gov>. The study
covers how limited resource minority farmers organized a small cooperative to supply
vegetables to the local schools. Steps involved and an evaluation of the process is
included in the report along with case studies of the farmers participating in the
cooperative effort.

Adding Value for Sustainability: A Guidebook for Cooperative Extension Agents and
other Agricultural Professionals. Kristen Markley and Duncan Hilchey, Pennsylvania
Association for Sustainable Agriculture, PO Box 419, Millheim, PA 16854, Telephone:
814-349-9856. Cost \$8.50 plus \$3.00 shipping. It is an excellent publication on
management considerations, community support and case study examples of value-added
industries. It has a very good list of resources and information on small scale food
processing.

Sharing the Harvest: A Guide to Community-Supported Agriculture. Elizabeth
Henderson and Robyn Van En, Chelsea Green Publishing, POBox 428, White River
Junction, VT 05001. Telephone 800-639-4099. The book presents information on the

goals and focus of CSA, getting started, getting organized, types of food to grow, many CSA models from community organized and operated to subscription where the farmer organizes and operates. Guidelines for planting, harvesting, operations, and organizations are very well presented.

Marketing Strategies for Farmers and Ranchers. SARE, USDA, CSREES. Available on www.sare.org/san/htdocs/pubs or call 202-720-5203. This is an overview of alternative value-added marketing strategies with a few case studies. It provides a good insight into value-added agriculture by selling through farmers' markets, community-supported agriculture and new cooperatives. It contains a list of resources for general information, business planning and management, web site, books, periodicals, and video's.

Farmer's Market. A complete listing of marketing publications available October 2000 is shown in Tab V. or go to attra.org web site for a copy.

Direct Marketing. Go to attra.org web site for a copy.

Community Supported Agriculture. Go attra.org web site for a copy.

Resources for Organic Marketing. Go to attra.org web site for a copy.

What do I need for... Getting Started at a Farmer's Market? A 2-pager on how to organize yourself, display area and equipment needs. Reproduce as needed.

Smart Marketing Bulletins. A two page list of bulletins prepared by Cornell Extension Specialists. To obtain a copy, go to www.cals.cornell.edu/dept/arme/hortmgt/pubs/smartmkt/index.html

The Economic Impact of Birding Ecotourism On Communities Surrounding Eight National Wildlife Refuges. by Paul Kerlinger. Call James A. Maetzold at 202-720-0132 for a copy.

Farmer Direct Marketing Program. Agriculture Marketing Service brochure on assistance. Call 1-800-384-8704 or go to:
<http://www.ams.usda.gov>

Cider Mill and Petting Farm. Agritourism enterprise marketing brochure example. It shows a spring program of events of fun, education and other agritourism activities. It contains telephone number and web site.

Tailwinds Farm. Agritourism, education, training and boarding stable with a bed and breakfast brochure. It contains a wide range of activities that aids in marketing the business.

Pennsylvania Retail Farm Market Association. There are video's and written material that are used regularly for farm market skills development efforts. This sets the stage for

good discussion. Some financial arrangement can be made for its use or rental. Go to web site www.PaFarm.com or contact the president-Rob at farm@phillychile.com, treasurer-Dave at dhodge@excite.com, secretary-John jwb15@psu.edu. For more information on marketing, write John Berry, Agricultural Marketing Agent, PSU Extension, Lehigh County, 4184 Dorney Park Road, Allentown, PA 18104 or call 610-391-9840.

Establishing a Shared Use Commercial Kitchen. The publication is published by NX Level. It can be ordered at www.nx.level.org/ag.htm. Another source for information is Anna Dawson, Fresh Beginning, 362 Eichybush Road, Kinderhook, NY 12106, or call 518-758-7342 or email annadawson@berk.com.

Restaurants of the Future Conference. This conference brought together chef/owners, hotel and club chefs, supermarket executives, contract food operators, caterers, food growers, and producers. It was held at The Culinary Institute of America main campus in Hyde Park, NY. For more information about the conference and the Chefs Collaborative, who sponsor the conference, go to <http://www.ciachef.edu/ce/ceconf/html>

New York Harvest for NY Kids Week. Each year the NY state assembly officially designates the week each year. It is designed to encourage children, their schools and their families to purchase, consume and learn about local foods and agriculture. For more information, contact Bob Stern, NYS Assembly Task Force on Food, Farm and Nutrition Policy, Room 547 Capitol, Albany, NY 12248. Call 518-455-5203. Email: sternr@assembly.state.ny.us.

Understanding Cooperatives: Agricultural Marketing Cooperatives, Cooperative Information Report 45, Section 15. A 4-page information sheet about marketing cooperatives functions, organization, operations and the new flexibility. Go to www.rurdev.usda.gov for more information or call 202-720-7558.

Agricultural Marketing Service, USDA. Farmers Markets and Direct Marketing information. A "Farmers' Market" coloring book is also available. For more information go to: www.ams.usda.gov/directmarketing or call 202-690-0531..

Farmer Direct Marketing Bibliography. A 75-page bibliography of publications, reports, guides, surveys, production issues, marketing and small business manuals. Go to www.ams.usda.gov/directmarketing to order call 202-690-0531 for free copies.

National Directory of Farmers Markets 2000. It lists the known farmers markets by state, location, contact and phone number. It is on the web at www.usda.gov/directmarketing or call 202-690-0531 to get a copy.

Entertainment Farming and Agri-tourism. A one-page marketing idea for farmers and ranchers. Go to www.sare.org/market99/entertain.htm for a copy and more information.

Community Supported Agriculture: Making the Connection. University of California Cooperative Extension/Placer County. Call 916-889-7385 or write 11477 E Avenue, Auburn, CA 95603. This workbook is designed with a narrative text and examples of CSA farms. It is designed to make you think about your farm, business and situation. There are several worksheets that can be used or modified.

Marketing Crafts and Tourist Products. North Central Regional Publication #445. Call 402-472-3023 to order the publication. A summary of the research findings from 1,400 responses shows that almost 70 percent of the tourists buy gifts as can be seen in the summary.

Community Supported Agriculture (CSA) Resources for Producers. Compiled by Mary Gold, October 1999. Alternative Farming Systems Information Center, NAL. For more information go to www.nal.usda.gov/afsic/csa, call 301-504-6559 or e-mail: mgold@nal.usda.gov

Direct Marketing and Related Topics. QB 97-02, NAL, USDA. Send requests to USDA, National Agricultural Library, Document Delivery Services Branch PhotoLab, 10301 Baltimore Ave., NAL Bldg. Beltsville, MD 20705. This publication contains 40 pages of references for direct marketing.

Farming for Profit, Stewardship and Community. SARE. Go to www.sare.org for complete set of the tip sheets or call 202-720-5203. The 2-page tip sheets are devoted to identifying sources of information for following subject:

-TIP# 2: Add Value Through Marketing

Direct Farm Marketing and Tourism Handbook. For more information, contact Russ Tronstad, Extension Economist, 520-621-2425, or email: tronstad@ag.arizona.edu to obtain a hard copy for \$25.00. Or, go to: <http://ag.arizona.edu/arec/pubs/dmkt/dmkt.html> for online access.

Adding Value with Small-Scale Food Processing and Specialty Dairy Products, Resource Packet. Farming Alternatives Program, Cornell University. This publication contains information handed out at the Farming for the Future Leadership conference. Call 607-255-9832.

Developing New Markets to Support Local Agriculture, Resource Packet. Farming Alternatives Program, Cornell University. Call 607-255-9832. This publication contains information handed out at the Farming for the Future Leadership conference.

Farmers' Markets and Community Development. Farming Alternatives Program, Cornell University. Call 607-255-9832. This is a study of farmers' market vendors and host communities that measured the economic and social impact on farmers and communities.

Rural Business-Cooperative Service. Call 202-720-7558 or go to www.rurdev.usda.gov. Several information reports are available. Some of these are:

- Understanding Cooperatives: Legal Foundations of a Cooperative.
- Understanding Cooperatives: Who Runs the Cooperative Business?
- Understanding Cooperatives: Agricultural Marketing Cooperatives.

The Food Alliance. The Food Alliance of Washington is an independent third party. They endorse farms that meet their strict requirements and allow the farm's products to carry the Food Alliance seal of approval. The products are marketed at stores, roadsides, restaurants, and farmer markets. The standards are: conserving soil and water, pest and disease management and human resources. They publish a quarterly newsletter and hold an annual conference. For information call 503-493-1066 or go to www.thefoodalliance.org.

Linking Farms and Public Schools. Iowa State University and Department of Hotel, Restaurant and Institution Management. A 4-page extension publication. Go to www.exnet.iastate.edu/publication/pm1853A.pdf or email pubdist@exnet.iastate.edu and include publication number 1853A.

Produce Handling for Direct Marketing. NRAES-52 and Roadside Marketing Series and Facilities for Roadside Markets. NRAES-51. These publications are available by calling 607-255-7654.

North American Farmers' Direct Marketing Association (NAFDMA). This is a network group that organizes annual conferences, publishes a quarterly newsletter and organizes tours among other activities. The proceedings of each annual conference is published. For 2000, 160 packed pages of information is available. They have also established a liability insurance program for its members. Call 888-884-9270 or go to www.nafdma.com.

Texas Nature Tourism Initiative: Marketing Natural Resources Through Recreation and Tourism Enterprises. TAMUS, Southwest Texas State University and Texas Parks and Wildlife, NRCS, Texas Nature Tourism Association and Texas Department of Economic Development-Tourism. These groups developed a Facilitator's Resource Manual for use in assisting lands to assess the potential market and resource base for recreation/tourism enterprises. The goal is on maximizing return on investment during the workshop. Contact Carson Watts for more information at Carson Watt, Texas A&M University 212 Francis Hall, College Station, TX 77843-2261. Phone: 409-845-5419 email: cwatt@rpts.tamu.edu.

Successful Marketing Research: The Complete Guide to Getting and Using Essential Information About Your Customers and Competitors. Edward Hester. John Wiley & Sons, Inc. Professional Reference and Trade Group, 605 Third Avenue, New York, NY. 10158.

Innovative Marketing Opportunities for Small Farmers: Local Schools as Customers.

Agricultural Marketing Service. Call 202-690-0531 or www.ams.usda.gov. The steps and procedures followed in establishing a school lunch program market is presented. The farmers involved in the production and marketing is also presented.

Reap New Profits: Marketing Strategies for Farmers and Ranchers.

Sustainable Agricultural Network, SARE. Go to nal.usda.gov/afsic or call 301-504-6559 for a copy of the CD. This is a PowerPoint presentation for educators. It has 61 images along with the presentation script.



United States
Department of
Agriculture

Natural
Resources
Conservation
Service

Alternative Enterprises – Value-Added Agriculture

How to use your land's legacy to benefit the public
And boost your bottom line

What is value-added agriculture?

Value-added agriculture means getting more income from your commodity and the natural resources on your farm in a sustainable way. Value-added agriculture works by (1) changing the way a commodity is marketed; (2) changing the form of the commodity before it is marketed; (3) changing the way the commodity is packaged for market, (4) growing the commodity for a special market, or (5) adding a new enterprise. In many cases, the value-added alternatives can be combined to yield an even higher income to the farmer or rural community.

1. Changing the way a commodity is marketed:

You add value when you market a raw agricultural product in a non-traditional way to command a higher price. You might, for example, direct-market your product at a farm stand, to special processors or users, to the local community, to schools or restaurants, or through farmers' markets or other outlets.

Commodities that require special production methods or harvesting techniques, that reach specialty markets, or that fill another market niche can be grown under contract for a much higher net return. But you need to seek out these market alternatives or in some cases "sell the purchaser" that a higher value product is being offered for sale because of management, production and harvesting techniques, or product uniqueness.

2. Changing the form of the commodity before it is marketed: You also add value when you change the raw agricultural products through processing. Costs are incurred during processing; however, the "processing margin" covers the cost plus a margin that yields a higher profit. This also provides you the opportunity to market the product differently—for example, slaughtered and packaged beef that you sell

directly to consumers, or whole-hog sausage to neighbors, friends, local organizations, or restaurants and institutions. Other product changes include selling flour instead of wheat, or corn meal instead of corn; your customer can be the bakery, the consumer, or someone else. Selling vegetables and fruits directly to the consumer rather than to wholesalers or processors requires cleaning, packaging, and displaying the commodity. But because you now do the processing, distribution, and packaging, you now have the opportunity to capture 100 percent of the consumer dollar.

3. Changing the way the commodity is packaged for market: Value-added marketing through packaging provides a great opportunity to increase profit. Package design is the first thing the consumer sees; *it is the basis for almost all first-time purchases.*

Package size, for example, must meet the consumer's need. If he or she wants to buy a single tomato, one must not sell only by the basket. Consumers are willing to pay the price differential because they do not want to buy more than they need.

Beauty, special occasion, or gift-ready packages provide a competitive edge. A special basket full of apples with a bow or a fall arrangement attached will sell faster and for a higher price to the customer who is looking for a gift. Some other ideas include honey with a bow or attractive label, a jam/jelly box, or special sauces. Packages with informative labels may also be a reward because they are gift-ready. In today's society of trending towards "ready-to-go," the seller does the thinking about how to add value to a basket of apples, that jar of honey or bunch of grapes, or those jams and jellies. The buyer is ready to pay for that service and more. Farmers have a special marketing opportunity in that many consumers want to

connect with the land and bring it back to their friends, neighbors, and home. In addition, value-added products complement tourism goals by giving visitors a tangible “piece” of place to take back home and share with others. This is an underrated and underutilized method of showcasing and earning revenue for the community.

4. *Growing the commodity for a special market:*

Ethnic- or culture-oriented consumers are the fastest growing value-added markets today. The growth in diversity through immigration has opened up strong ethnic markets in many areas of the country. A viable market exists in every metropolitan area today—not just in Los Angeles, New York, Chicago, and Miami.

The special markets include not only the foods with which these recent immigrants grew up, but also organic, pasture-fed production because it meets their tastes and dietary needs. The immigrants have also influenced the diets of other Americans to the point that the market can be much larger than the specific immigrant group.

5. *Adding a new enterprise:* A new enterprise is defined as any change in a product or service. This includes *growing the commodity for a special or niche market*. A change in the production process, for example, might involve switching to organic production practices; it might mean changing corn or soybean varieties to produce a special crop for a special industry such as cosmetics, industrial oils, or textured vegetable protein. A new enterprise or activity might include adding mushroom or herb farming, goat production, or pasture-fed chickens. It could be “agritainment”: petting zoos, bed-and-breakfast operations, fee hunting and fishing, nature walks, wedding facilities, farm/ranch stays, or picnicking. The most common new enterprise market is the organic consumer. Almost every farmers’ market or food fair has several organic growers marketing various products.

Uniqueness is a vital part of selecting value-added enterprises. Most of the literature and successful entrepreneurs note not only that you need to identify a product that no one else is producing, but also that your test market wants to purchase what you’re selling.

In summary, it can be asked, “Why consider five different alternative approaches in value-added agriculture?” when some appear to be very similar. The answer is to get us to think more broadly about our alternatives and who our customers might be. Such thinking expands the range of possibilities and includes them in a business plan. You may have listed completely different enterprises under alternative 3, “*Changing the way the product is packaged for market*,” alternative 4, “*Growing the commodity for a special market*,” and alternative 5, “*Adding a new enterprise*” may be completely different. Whatever alternative you select, however, must be driven by marketing opportunities and matched to your goals.

Why develop a value-added enterprise?

Adding value to agricultural production contributes the economic and environmental sustainability of both farm and community. Adding value to an agricultural product offers farmers the opportunity to receive a bigger share of the consumer’s food dollar. (The farmer’s share has dropped from 46 percent in 1913 to 20 percent in 1998, according to the USDA Economic Research Service.) Why? Consumers buy more “ready-to-eat” or “ready-to-cook” food while farmers continue to produce and market the same raw agricultural commodities. By the year 2005, it is projected that people will only be spending an average of only 15 minutes to prepare a meal, half as long as today. These meals are being called “home replacement meals,” and value-added enterprises need to be looking at these changing consumption patterns.

Value-added products can open new markets, create recognition and appreciation for the farm and extend the marketing season. By changing the way a farmer markets commodities and how it works, value-added products can dramatically increase a farmer’s income.

Value-added agriculture is very important to any local economic development strategy. Secretary Glickman stated at the Outlook Forum 2000, February 24, 2000, that “a new farm policy must go beyond just the wheat, rice and cotton programs ... by providing more rural economic opportunity, whether it’s in farming, retail, tourism or Internet start-ups.”

How do value-added enterprises contribute to sustainability?

There are many aspects to sustainability. It begins with having one's own food supply in your backyard or community. Over the past several decades this has changed drastically to the point where regions of the country, as well as individuals, have become almost incapable of producing their own food. For example, the New England states produced over 80 percent of their own food supplies at the turn of the century.

Now, more than 85 percent is imported into the region.

Value-added agriculture—

- sustains the farm by capturing a larger share of the consumer food dollar through direct marketing;
- creates an enterprise that is a logical extension of the current farm business;
- provides an innovative business strategy that allows small farms to compete with large farms;
- contributes to rural community development by attracting more food consumers and small-scale processing businesses that create new employment opportunities and new markets for high-value agriculture products;
- sustains the local community through activities generated that tend to add to the amount of activity in the local economy; and
- provides a key local economic development strategy.

What are some of the keys to success?

Following are some general points identified by Keith Richards and Debra Wechsler, as summarized from interviews of successful value-added entrepreneurs in *Agricultural Technology Transfer for Rural Areas*. These include:

- *Choose something you love to do.* It's hard work under the best of circumstances. If you are doing it just for the money, it's unlikely that the energy, creativity and satisfaction necessary for success will be adequate.
- *Follow demand-driven production.* Produce what your customers want. Get to know your customers. Keep adjusting your products according to their tastes and purchases.
- *Create a high-quality product.* Quality is the single most important element that will differentiate your product from mass-produced alternatives. More and more, consumers want fresher, better tasting, healthier products than those available from large retailers.
- *Start small and grow naturally.* Invest your ingenuity first, labor second, and money third. If you start small, the effort you put in and the income you generate are more likely to be matched. Let the market dictate your growth.
- *Make decisions based on good records.* Base business decisions on what is, not what you hope or guess the situation to be. Even if everything else is right, poor financial management and decision-making can still kill the business.
- *Establish a loyal customer base, preferably local.* In addition to high quality and meeting customer demand, focus on your niche. Personal contact, exceeding expectations, providing steady supply, and community involvement will help secure a strong base of repeat customers.
- *Provide more than just food or a product.* People are hungry for a connection the rhythms of the earth and for a sense of community. Provide your customers with an experience of the satisfactions and spiritual rewards of your farm life. Provide them with some fun, peace, and relaxation.
- *Get the whole family or all the partners involved.* Value-added processing takes additional energy and skills. When several family members are involved, each person can contribute his or her unique talents and specialize for efficiency.
- *Keep informed.* It is important to keep informed about your customers, your competition, the laws concerning your business, and other producers like yourself.
- *Plan for the future.* To be successful, you have to know where you are headed. Each path requires

different courses of action. Set goals for your business and a plan of actions to achieve them.

What are the added risks with value-added agriculture products?

Any activity or enterprise that requires the public to come onto your farm, such as a U-pick enterprise, or around your premises, such as a booth at a farmers' market, also requires additional insurance. Most farm insurance policies will cover this type of enterprise for an additional cost. However, an agritainment activity such as petting zoos, hay rides, corn maze, and the like will generally require an additional policy other than the one that covers the farm. Also, value-added processing of fruits, vegetables, or meats increase safety risks and require understanding and satisfying Federal and state rules and regulations. You need to consider these factors in your business plan as it pertains to business responsibilities and marketing options.

How successful are value-added processing enterprises?

There is no one formula for a successful value-added small scale processing enterprise. Nationally, only about 8 percent of the people who start a value-added processing enterprise are successful.

Of entrepreneurs who follow the University of Nebraska Food Processing Center phase I and II programs, over 80 percent remain in the food manufacturing business. However, 80 percent of those who completed the phase I program decided to drop the value-added processing enterprise before taking the phase II program.

Several small business centers located throughout the United States are available to assist farmers and other small entrepreneurs to help them determine what are successful enterprises for them.

The best way to identify what type of assistance is available in your state or a neighboring state is to call the office of the State Extension Director. This office should be able to provide names and telephone numbers of the Small Business Administration Centers, food processing centers, Service Corps of Retired Executives (SCORE), consultants, or organizations that could assist you.

What are the typical value-added start-up management considerations?

Following are five areas identified by Kristen Markley and Duncan Hilchey in the publication "Adding Value for Sustainability." These points are discussed extensively in 25 pages of the publication. Only the management considerations discussed by the authors are presented here.

Quality Products

- Decide to explore a value-added business endeavor after receiving enthusiastic response from family friends and from customers when the product was test-marketed at a farmers' market.
- Discuss product development with university food science Extension specialists.
- Subscribe to specialty food journals, purchase books on the topic, and spend time in the reference and periodicals sections of a public library.

Good Marketing and Management

- Develop a business plan, market research plan, and bookkeeping records using a system such as Cornell's Farming Alternatives guide, assistance from the local Small Business Development Center (SBDC) and Service Corps of Retired Executives (SCORE), the county Cooperative Extension office, NxLevel™, or other economic development agencies.
- Determine the most appropriate market distribution channels (based on market research) such as farmers markets, restaurants, gourmet food stores, mail-order catalogs, supermarkets, web sites, or wholesalers.
- Research brokers and distributors.
- Attend trade shows, talk with vendors, and research their products and marketing channels.
- Hire a qualified graphic designer to help with labeling, packaging, and sales literature design ideas.
- Use sales literature and sampling demonstrations at local gourmet food shops and farmers' markets to test the product.
- Send out press releases to local newspapers to encourage articles.

Sufficient Capital

- Research co-packers and food processing incubators.
- Research sources of capital.
- Keep capital costs down.

Food Safety

- Research and comply with Federal, state, and local laws and regulations.
- Contact appropriate local, state, and Federal food safety regulators regarding processing, packaging, and labeling.
- Become familiar with the Hazard Analysis Critical Control Points (HACCP) programs by purchasing the New England Cooperative Extension Consortium's handbook and through attending industry or university training.

Other Legal Issues

- Determine the business legal structure, and if there is more than one business partner, develop a business partnership agreement.
- Purchase sufficient product liability and other necessary insurance coverage.
- Research registration of trademarks.

Does value-added agriculture increase the role of management?

As one takes on more aspects of marketing and distribution in the value-added enterprise, the need and use of a total business plan becomes more apparent and important. The more aspects there are to a business, the more crucial it is to have a five-year long-range plan, a one-year plan, and a daily management and business plan. Value-added agriculture and agritainment increase the complexity of a farm operation, especially in many areas with which farmers or other small businesspeople may not be familiar. You should develop a business planning process that requires you to contact other businesspeople or farmers. This process makes you more likely to include all the steps and requirements for determining the feasibility of your new enterprise.

Business planning processes and workbooks are available through the Small Business Administration, universities, farm management firms, Cooperative

Extension service, and in your local library. "Farming Alternatives: A Guide to Evaluating the Feasibility of New Farm-Based Enterprises" is a very useful workbook developed by the Northeast Regional Agricultural Engineering Services. Call 607-255-7654 for more information on this publication.

What are some of the added-value marketing alternatives?

Think about some of the more common marketing alternatives: U-pick, farmers' markets, gourmet and specialty shops, health-food stores, local food cooperatives, mail order, restaurants and catering businesses, roadside stands, supermarkets, community-supported agriculture, upscale delis and grocers, and the web. These are just the value-added marketing enterprises for agricultural products. Then, add processing of the agricultural products. Finally, add the agritainment enterprises, which are value-added because one is using natural resources for hayrides, fee fishing or hunting, bird watching, bed-and-breakfast operations, farm/ranch stays, pumpkin picking, or many others. The NRCS technical note "Agritourism, Alternative Enterprises, Conservation, Sustainability, and Partnerships for Farms, Ranches and Rural Communities" lists more than 150 alternative enterprises for ranches, farms, or communities.

How does one get started in an added-value enterprise?

- Do extensive research.
- Talk to friends, neighbors, and other entrepreneurs who run value-added agricultural enterprises.
- Learn the marketing side of value-added agriculture; marketing will make or break a value-added enterprise.
- Visit fairs, trade shows that spotlight value-added enterprises.
- Start small and simple by producing your favorite vegetables for farmers' markets and/or a roadside stand.
- Build a customer base before venturing into the "product process" phase of value-added enterprise.
- Develop a long-range plan.
- Develop a management and budget plan.
- Join associations and other value-added groups

Kim Knorr-Tait, a value-added farmer in Pennsylvania, says, "We are small. We can adapt to market trends. We can be flexible. We do what is needed.... A business has to do what no one else is doing in order to succeed. A key to success is being unique and able to differentiate yourself."

What are some recommended references?

Adding Value for Sustainability: A Guidebook for Cooperative Extension Agents and other Agricultural Professionals, Kristen Markley and Duncan Hilchey, Pennsylvania Association for Sustainable Agriculture, PO Box 419, Millheim, PA 16854, Telephone: 814-349-9856. Cost \$8.50 plus \$3.00 shipping. Excellent publication on management considerations, community support, and case study examples of value-added industries. It has a very good list of resources and information on small-scale food processing.

Adding Value to Farm Products: An Overview, Appropriate Technology Transfer for Rural Areas (ATTRA), Telephone: 800-346-9140. Available at www.attra.org. Introduces the concept of value-added farm products, outlines keys for success, and provides resources for additional information.

Small-Scale Food Dehydration: A Resource List (Value-added Technical Note), ATTRA. Telephone: 800-346-9140, Web www.attra.org. Lists a variety of resources, including Extension and general publications, that describe dehydration processes, equipment, and designs for growers who would like to construct their own dehydrator.

Small-Scale Oilseed Processing (Value-added and Processing Guide), ATTRA, Telephone: 800-346-9140. Web www.attra.org. Describes the basic processes involved in small-scale oilseed processing. It describes different low-cost techniques and provides a good list of resources for more information.

SoyFoods: Adding Value to Farm Products (Value-added Systems Guide), ATTRA, Telephone: 800-346-9140. Web www.attra.org.

Provides an overview of food products made from soybeans: tofu, miso, natto, soymilk, soy flour, and soy oil. It also provides resources for specific information on soyfood production and marketing.

Marketing Strategies for Farmers and Ranchers, SARE, USDA, CSREES. Available on www.sare.org/san/htdocs/pubs or call 202-720-5203. An overview of alternative value-added marketing strategies with a few case studies. It provides a good insight into value-added agriculture by selling through farmers' markets, community-supported agriculture and new cooperatives as well as business planning. It contains a list of resources for general information, business planning and management, web site, books, periodicals, and videos.

Farming Alternatives: A Guide to Evaluating the Feasibility of New Farm-Based Enterprises, Small Farms Series, Northeast Regional Agricultural Engineering Services, Cornell University, 152 Riley-Robb Hall, Ithaca, NY 14853. Telephone: 607-255-7654.

A workbook written for families and individuals interested in developing a new farm-based enterprise. It is especially helpful for those considering non-traditional enterprises. It contains worksheets to evaluate family goals, alternative enterprises, marketing, production, profitability, financial feasibility, and decisionmaking.

Dynamic Farmers' Marketing: A Guide to Successfully Selling Your Farmers' Market Products, Jeff Ishee, Bittersweet Farmstead, P O Box 52, Middlebrook, VA 24459. Telephone 540-886-8477. Cost \$14.95 plus \$2.50 shipping. Addresses effective planning and income potential, farmers' market organization, products that sell, the role of quality, and specialty products. Examines relationships and customers in depth.

Sharing the Harvest: A Guide to Community-Supported Agriculture, Elizabeth Henderson and Robyn Van En, Chelsea Green Publishing, P.O. Box 428, White River Junction, VT 05001. Telephone 800-639-4099.

Presents information on the goals and focus of Community Supported Agriculture (CSA): getting started, getting organized, types of food to grow. It describes the many CSA models, from the community-organized and -operated model to the subscription model, which the farmer organizes and operates. Guidelines for planting, harvesting, operations, organizations are very well presented.

CSA Farms in the United States 1999-2000: A new partnership between farmers and consumers, USDA, SARE. Telephone: 202-720-5203.

A listing, by state, of farmers and Community Supported Agriculture ventures with addresses, e-mails, and telephone numbers.

Making Your Small Farm Profitable, Ron Macher, publisher of Small Farm Today, Storey Books, Pownal, VT 05261, Cost \$19.95. Discusses 25 guiding principles, development of new crops and new markets, and ways to maximize net profit per acre. It suggests planning, management, and 44 enterprise budgets for livestock, poultry, crops, fruits, and vegetables. It also contains a guide on equipment costs, operation costs, and other factors for budgeting purposes.

South Dakota Farm and Ranch Vacation: Resource Directory, South Dakota Department of Tourism. South Dakota Tourism, 711 E. Wells Avenue, Pierre, SD 57501, FAX: 605-773-3256.

A checklist and presentation of the steps one needs to follow when considering an agritourism or other added-value enterprises. The focus is on South Dakota, but the steps are applicable anywhere.

Backyard Market Gardening: The Entrepreneur's Guide to Selling What You Grow, Andrew W. Lee, Good Earth Publications, 1720 Mountain View Road, Buena Vista, VA 24416. Cost \$20.00. Telephone: 540-261-8775.

The author has over 30 years' experience as a market gardener, homebuilder, small business owner, and international speaker. He discusses how you can earn \$36,000 per acre from your backyard. The author discusses garden siting, preparation, tools needed,

marketing, new ideas, business planning, and production management. He ends with a chapter on eco-farming.

Small Farm Today: The Original How-to Magazine of Alternative and Traditional Crops, Livestock, and Direct Marketing. Subscriptions cost \$21.00 per year. Telephone 800-633-2535.

Founded for and is dedicated to the preservation and promotion of small farming, rural living, sustainability, community, and agripreneurship. The October/November/December 1999 issue included feature articles on greenhouses, turkeys, hogs, miniature Herefords, herbs, dry beans, oxen, and market gardening plus 24 other articles.

Small Farm Digest, USDA, CSREES, Small Farm Program, Free, Telephone 202-401-6544. Articles on USDA activities, small farm success stories, small farm studies, and calendar of events.

You Can Farm: The Entrepreneur's Guide to Start and Succeed in a Farming Enterprise, Joel Salatin, Good Earth Publications, Telephone 800-499-3201.

A basic book for people interested in becoming farmers. It has a substantial amount of information on production, management, marketing, and planning for a small farm operation that direct markets pasture-fed chickens, beef, and vegetables. Production methods minimize cost of materials and other inputs.

Agritourism in New York State: Opportunities and Challenges in Farm-Based Recreation and Hospitality, Duncan Hilchey, Farming Alternatives Program, Cornell University. Telephone: 607-255-9832.

A detailed examination of farm-based tourism enterprises. Five case studies are reported as well as management considerations/skills, potential demand, and a sample agritourism farm activity and budget.

Developing New Markets to Support Local Agriculture: Tapping New Markets, Creating a Regional Product Identity and Promoting Local Wholesaling, Farming Alternatives Program, Cornell University, Telephone 607-255-9832.

Contains a complete listing of resource material available through the Alternative Farming Programs.

Adding Value: With Small-Scale Food Process and Specialty Dairy Products, Farming Alternatives Program, Cornell University, Telephone 607-255-9832.

A handout from the "Farming for the Future Leadership Training Workshop."

Income Opportunities for the Private Landowner through Management of Natural Resources and Recreational Access: Proceedings from the Conference, West Virginia University Extension Service, Morgantown, WV.

Proceedings of a 3-day conference held in 1989. It includes more than 407 pages containing 55 articles. A number of these articles are published as separate publications. Contact James Maetzold, 202-720-0132 or jim.maetzold@usda.gov, for a copy of the table of contents to determine articles of interest.

Farmers Direct Marketing Program, USDA, Agricultural Marketing Service, www.ams.usda.gov/directmarketing, or Telephone Errol Bragg 202-720-8317.

The focus is on direct marketing through farmers' markets and Community Supported Agriculture ventures.

Tilling the Soil of Opportunity: NxLevel™ Guide for Agricultural Entrepreneurs, University of Nebraska, US WEST Foundation and SARE. Call 1-800-873-9378 or 1-800-328-2851 to find out where the next course will be held in your area.

Training course developed by more than 15 business writers, producers, and consultants involved in successful direct marketing agricultural businesses. It

covers assessing your resources, business planning and research, marketing, business management, legal considerations, budgets, and financial management.

The goal is "Helping Producers Reach the Next Level of Success."

Entrepreneurial Training Program, USDA, CSREES, Telephone: Randy Williams 202-720-0743.

New program designed to train agricultural entrepreneurs and other rural small business owners in the planning, management and operation of a small business.

AgVentures, published bimonthly, cost \$21.00 per year. Telephone 888-474-6397.

Publishes articles on livestock, crops, aquaculture, niche markets, wildlife, herbs, and other topics. The articles are based on actual alternative enterprise success stories. Good resources are identified at the end of each article.

What steps do I take to get started?

1. Research at the library, university, Internet.
2. Talk to other farmers/ranchers, entrepreneurs, university, extension, foundations, and non-profit organizations.
3. Attend conferences, meetings.
4. Contact the Small Business Development Center and the appropriate county, state, and tourism bureaus.
5. Join organizations that serve both your new peer group and your new or prospective customers.
6. Develop business and marketing plans.
7. Identify your customer.
8. Identify your product. Is it unique?
9. Form partnerships with your neighbors. Work together.

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To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, room 326W, Whitten Building, 14th and Independence Avenue, SW, Washington, D.C. 20250-9410, or call (202) 720-5964 (voice and TDD). USDA is an equal opportunity provider and employer.

Alternative Enterprises – Community-Supported Agriculture

How to provide healthful food to local consumers and
strengthen your bottom line

What is Community-Supported Agriculture (CSA)?

Unlike conventional food marketing systems in which farmers sell to wholesalers or other intermediaries, Community-Supported Agriculture allows farmers to sell “shares” of their fresh fruit and vegetable production directly to local consumers over a growing season. Consumers pay farmers in advance of production for weekly delivery of fresh, locally grown produce at a later date. Some CSA’s supplement shares of fruits and vegetables with meat, eggs, poultry, or other value-added items purchased from other farmers. Depending on the CSA, customers can pay for their share in cash, or they can work on the farm in exchange for reduced share costs.

CSA’s can be organized in different ways:

Subscription Farming: Growers sell “shares” of their production directly to consumers, but maintain control over all production and management decisions.

Shareholder Driven: A group of consumers organizes a CSA and seeks out farmers to grow the produce of their choice.

Cooperatives: The grower and the consumers jointly own the land and production resources, work together to produce the food, and share in the management decisions.

Why Community-Supported Agriculture?

Under this direct marketing approach, consumers get the freshest seasonal food possible, often at reduced prices and better quality, while gaining greater control over the way their food is produced. Many CSA’s produce food using organic or low-input production systems that consumers increasingly demand.

Meanwhile, CSA’s provide small-scale farmers with profitable production opportunities that return 100 percent of the consumer’s dollar. And because consumers pay for their produce in advance, farmers have income well before harvest, reducing the need for operating loans. Meanwhile, consumers share much of the production risk with the grower.

What Should You Consider?

Natural Resource Assessment: Are your land, soil, and climate suitable for quality fresh fruit or vegetable production demanded by local consumers? Do you have enough acreage to generate sufficient income? Studies show that CSA’s need at least 100 members in order to maintain a minimal income; how much land that requires depends on what is being grown.

Labor Supply: CSA’s are labor intensive. Do you have access to an adequate seasonal labor supply? If not, will shareholders be willing to provide labor? Do you have the time to devote to planning and implementing a CSA?

Knowledge and Experience: Growing fruits and vegetables differs greatly from producing commodity-type crops; it requires different equipment, facilities, and production practices. Do you have the know-how? Research on CSA’s suggests that to be successful, growers need at least 18 months to plan their CSA and 2 to 4 years of experience growing produce for farmers’ markets or other outlets.

Financing: How will you finance your start-up costs before you’ve built your membership base?

Customer Base and Marketing: Are you located close enough to your customer base to sell enough shares to keep your business profitable? Have you developed a clientele and reputation through sales at local and regional farmers’ markets? What local organizations or businesses can you

partner with to help market your CSA to consumers and promote its growth? Some CSA's offer variable rates to low-income consumers.

Legal Matters: What unique insurance needs might your CSA have? What are your legal obligations and liabilities under your proposed CSA venture?

Where To Get Help

There are a number of information resources that can help you get started on your new venture. A few of those resources are listed below. For more information, contact your USDA Resource Conservation and Development (RC&D) Council area office. For a national listing of RC&D offices, see <http://www.nhq.nrcs.usda.gov/RCCD/rc&dstate.html> on the web or call your local U.S. Department of Agriculture Service Center (in the phone book, under "Federal Government").

For a national listing of alternative enterprises and agritourism liaisons, see <http://www.nhq.nrcs.usda.gov/RESS/econ/ressd.htm>.

U.S. Department of Agriculture (USDA)

USDA's Sustainable Agriculture Research and Education program and its Sustainable Agriculture Network, in collaboration with the National Agricultural Library's Alternative Farming Systems Information Center, has created a new resource dedicated to providing farmers with information on Community-Supported Agriculture. For comprehensive informa-

tion on planning, developing, and marketing CSA's and for other sources of information, see <http://www.sare.org> on the web or call (202) 720-5203.

Appropriate Technology Transfer for Rural Areas (ATTRA)

ATTRA offers extensive information on initiating and maintaining successful CSA's and provides links to CSA organizations that can help you. See <http://www.attra.org/attra-pub/csa.html> on the web or call (800) 346-9140. ATTRA is sponsored by USDA's Rural Business-Cooperative Service.

University of California Cooperative Extension and UC Small Farm Center

The University of California publishes a CSA how-to manual, *Community Supported Agriculture...Making the Connection*, that is available for purchase. Call 530-889-7385 or write UCCE, 11477 E Ave., Auburn, CA 95603.

Farming Alternatives Program (FAP), Cornell University

FAP produces a step-by-step workbook to help you plan and evaluate a new enterprise. The workbook, *Farming Alternatives: A Guide to Evaluating the Feasibility of New Farm-Based Enterprises*, can be ordered by calling (607) 255-9832. Also see <http://www.cals.cornell.edu/dept/ruralsoc/fap/fap.html> on the web.

For additional copies of this information sheet, AE-2, call 1-888-LANDCARE or see the website at <http://www.nhq.nrcs.usda/RESS/econ/ressd.htm>.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, sex, religion, age, disability, political beliefs, sexual orientation, or marital or family status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, Room 326W, Whitten Building, 14th and Independence Avenue, SW, Washington, DC 20250-9410 or call (202) 720-5964 (voice and TDD). USDA is an equal opportunity provider and employer.

COMMUNITY SUPPORTED AGRICULTURE (CSA): A Value Added Alternative Enterprises

What is Community Supported Agriculture? A new partnership between farmers and consumers. Consumers and farmers working together on behalf of each other to sustain the environment and the farm. It is local farmers producing the food for local people. Farmers produce the food and the consumers share the costs of supporting the farm and share the risk of variable harvests. Most CSA's focus on organic or reduced input agriculture. CSA's are groups that comprise customers reaching out to farmers and saying we will share the risk.

CSA = "food producers" + "food consumers" + annual commitments

CSA's are often described as "food with the farmer's face on it."

What does CSA mean to the small farmer? CSA is a direct marketing alternative for small-scale growers. It is a way a farmer can get his money before he/she produces and delivers the crop. You sell it before you grow it. It is a way the farmer can get the consumer to share in the risk of agriculture production. It is a way the farmer can show the consumer how their food is grown in a safe environmental way. It is a way for a farmer to obtain a larger share (100 percent) of the consumers dollar (In 1998, the farmer received 20 cents versus 37 cents in 1980 of the consumer food dollar. The other 80 cents goes to the middleman.) It is a way for the farmer to have an established market for his product. It is an opportunity to be called "That is my farmer" by your customer.

What does it mean to the consumer? Consumers have access to high quality, wholesome, fresh food (24 hours or less old). The consumer has the opportunity to be part of choosing what food is grown. People have an opportunity to establish a connection with the land that many people feel they have lost. Consumers get high quality food at a low price. Consumers concerned about the environment can be part of the growing of the food in a safe way.

What is the CSA origin? The CSA movement began in Europe and Japan about 30 years ago. CSA's are based on community involvement in the social, economic and environmental conditions of the people. Local consumers formed a partnership with local farmers to produce food in a very environmentally friendly but profitable way. In addition to buying good, healthy (chemical free), wholesome food, the consumer groups were also very concerned or involved in the total welfare of the community and especially people who did not have an adequate food supply. These groups formed food distribution networks so everyone could share in the food bounty produced by the local farmers.

This concept began in the United States in the mid-80's. It grew to about 500 CSA farms by the mid-90's and reached 1,000 today. It is estimated more than 100,000 people are being fed by CSAs. The U. S. trend is for the farmers to organize the CSA with the goal

of adding adequate value to food production from a few acres so they can make an acceptable living. Many CSA's have 200 to 300 shareholders with some in the 600 to 800 range and a few approaching 1000 shareholders.

How are CSA's organized? Typically, there are three groups involved: farmers, core group and consumers. The *farmers* develop the annual garden plan, grow and harvest the crops. The *core group* is about 5 to 10 members, which include farmers and consumers, that are responsible for the distribution, promotion, fiscal arrangements, legal issues, etc of the organization. *Consumers* (shareholders) include all the people who purchase a membership or share in the CSA. The shareholders underwrite the harvest for the entire season.

There are four basic types of CSA's ranging from single farmer subscription to community based and focus.

1. Subscription or farmer-driven. The farmer organizes the CSA and makes most of the decisions. The shareholder or subscriber (member) is not involved in the farm management or production decisions. This model is becoming the most popular.
2. Shareholder or consumer-driven. Consumers organize the CSA and hire a farmer to grow what they want. The consumers make most of the decisions. This model is found more frequently in the Northeast. This could be a community-based group, church, regional food bank or a group of citizens wanting to eat healthy and wholesome fresh fruits and vegetables.
3. Farmer cooperative or alliance. A farmer driven CSA comprised of two or more farmers who supply the CSA shareholders or consumers. In most cases, this allows a wider variety of products of fruits and vegetables plus including eggs, milk, dairy, poultry and meat, even cut flowers, potted plants, and bedding plants resulting in a year around supply of food and products.
4. Farmer-consumer cooperative. The farmer and consumer co-own land and other resources and work together to produce the food. This is very much of a community effort.

What are some of the unique features of a CSA? Generally the food is organically grown. However, many of the farmers only use organic practices, but are not organically certified. Food wholesomeness, freshness, and chemical free is a higher priority than price which is generally the lowest priority. No herbicides, pesticides or artificial fertilizers are used that could affect water quality or leave toxic residues on the food. Members (farmers and consumers) feel a real commitment to protecting and the proper tending of the environment. CSA's give consumers the unique chance to choose how their food is grown. Consumers can participate in the preparing, planting, cultivation, growing, harvesting, and distribution of the crop. CSA is about the community. Some CSA's address important community issues of feeding the low income and poor people while others are part of a regional food bank. Some CSA's are formed by church groups or other community-based organizations to serve their goals and objectives. CSA's are about family and fun. Most CSA's have family days, festivals, and other social gatherings. Others are very family worker-based.

The following two quotes help explain the purpose and role of community supported agriculture. CSA's use the wholeistic conservation approach as stated in *Sharing the Harvest*... "Joining together in community supported agriculture is another step towards nurturing the interdependence among humans, the soil, and plants and other creatures." Also, "Is the CSA concept worth the trouble?" "Yes, it is significant to be involved—even a little—with growing food in a healthy way and seeing it through from ground to the kitchen."

How does a farmer start a CSA? A farmer needs to be known for quality products and must understand the consumer needs. A customer base must initially be established through Farmer's Markets, community groups, church groups, and neighbors or a combination of these. Many resources are available on how to organize, plan, and operate a CSA. Each CSA is unique. It is described by Elizabeth Henderson, co-author of *"Sharing the Harvest"*... "like having a baby—your unleash biological and social forces that may take you in directions you never expected. There are many common elements but each birth is unique." Resources are cited at the end of this note on how to organize, plan and operate a CSA. Here are some pointers from experienced CSA farmers:

1. Start small by growing 4 to 5 of your favorite crops and marketing them at several local and nearby Farmers' Market for a couple of years to become familiar with production, marketing and customer techniques. One can increase the number of crops and packaging techniques each year.
2. Research and plan the CSA concept for at least 18 months before beginning.
3. Marketing is the more important than the production side of a CSA or a Farmers' Market and needs to be well understood.
4. You need an outlet to market your surplus food when operating a CSA such as a Farmers' Market or a food bank.
5. **MOST IMPORTANT DECISION:** Choosing the level of technology that is appropriate for you, your skills, and preferred lifestyle is one of the most important decisions you have to make.
6. A strong "core group" for policy, work, and communications from the farmer side and/or the consumer side is needed to guide the CSA unless it is a subscription only CSA.
7. A CSA of 40 members covers the cost of production, marketing and distribution, but leaves no living expenses for the farmer. A 100 member CSA will only provide income for a minimal level of living to the farmer.

What makes a CSA a Success? These tips are from a survey of experienced CSA operators.

1. Talk to other CSA farmers;
2. Start small;
3. Be prepared to work very hard;
4. Try to set up a core group;
5. Research consumer base in area;
6. Depend on many marketing outlets;
7. Try to carry on through the winter; and

8. Cooperate with other farmers.

Source: Cognition, Summer 1997, Vol. 21.No.3

Why do CSA's fail? The following pitfalls have been set forth as reasons why a CSA will fail for the benefit of those just starting out. These are:

1. Tendency of the farmer being too much production orientated and not enough consumer-orientated.
2. Farmer is not flexible enough in addressing the needs of members.
3. CSA is not large enough to supply the farmer's income need and the farmer's time is spent on other ventures.
4. There are few sources to obtain other food produced in a socially responsible manner, like organic meat, to expand the CSA.
5. Farmers are still undercharging for what they produce. Prices are set by what the market will bear rather than the actual costs of production which does not communicate the true needs of the farmer to the consumer. Resource material listed below has this information on pricing.
6. CSA's need to involve the shareholders to retain them.
7. Farmers' are not open to different opportunities.
8. Farmers are afraid to join together to provide more variety in vegetables, meats, dairy, and eggs which strengthens the CSA.
9. Consumers do not get sufficient information about the vegetables, preparation, and demonstrations.
10. Farmers providing too much food each time and too much variety.

Where is there more information? It is not a question of where do I get the information but what information do I want or need to look at. There is a tremendous amount of written material currently available from non profit, governmental agencies and farmers. There are three principle sources of information. CSA farmers and CSA coordinators, books and publications, and web sites. A list of some of those currently available is shown below.

Resource Material

CSA Farms in the United States 1999-2000 (A list of about 1,000 farms .), USDA Sustainable Network and Alternative Farming Information System Center (See web site below)

Sharing the Harvest: A Guide To Community Supported Agriculture, Elizabeth Henderson and Robyn Van En, Chelsea Green Publishing Company, White River Junction, VT, 800-639-409

Bio-Dynamic Farming and Gardening Association, 800-516-7797
www.prairienet.org/psca
www.biodynamics.com/csa.html
chat room csa-L@prairienet.org

California Certified Organic Farmers
www.ccof.org

Future Harvest/Chesapeake Alliance for Sustainable Agriculture, 301-405-8762

Resource Guide for Producers and Organizers, Iowa State University, 515-294-0887

Community Supported Agriculture, Appropriate Technology for Rural Areas (ATTRA),
A collection of papers, articles and publications.
800-346-9140
www.attra.org

USDA's Sustainable Agriculture Research and Education (SARE), 202-720-5203
www.sare.org

USDA' Alternative Farming Systems Information Center (AFSIC), 301-504-6559
www.nal.usda.gov/afsic or afsic@nal.usda.gov for personal requests

National Organic Growers
North American Direct Farmers Marketing Association

Iowa Network for Community Agriculture

Madison Area CSA Coalition, 608-226-0300 ext. 204
www.wisc.edu/cias/macscac

The Michael Fields Institute (Upper Midwest), 262-642-3303
mfai@mfai.org

Northeast Organic Food and Farm Alliance, 810-632-7952
hncinc@ismi.net
www.moffa.org

Northern Plains Sustainable Agriculture Society, 701-883-4304
tpnpsas@drservices.com
www.npasa.org

Ohio Ecological Food and Farming Association, 614-267-3663
Oeffa@iwaynet.net
www.greenlink.org/oeffa

Oregon Tilth, 503-738-0690

Robyn Van En Center, Wilson College, 717-264-4141, ext 3247

Sustainable Earth, 765-463-9366
sbonney@iquest.net

Southern Sustainable Agriculture Working Group (Southern Region), 501-587-0888
Ssfarm@juno.com

Tilth Producers, 206-442-7620

Just Food (NY) 212-6771602

Madison Area CSA Coalition
606-226-0300
www.wisc.edu/cias/macscac

USDA's Cooperative State Research, Education, and Extension Service and state land grant universities state and local extension offices under Federal government in your phone book.

Prepared by James A. Maetzold, National Alternative Enterprises and Agritourism Leader, USDA/NRCS, October 2000.

Foreword by Joel Salatin

**Including Stories From the
Frontlines of The Marketplace!**

Dynamic Farmers' Marketing

A Guide to
Successfully Selling
Your
Farmers' Market Products

by Jeff Ishee

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Adding Value for Sustainability

A Guidebook for
Cooperative Extension Agents and
Other Agricultural Professionals

By

Kristen Markley

Pennsylvania Association for Sustainable Agriculture

and Duncan Hilchey

Farming Alternatives Program, Cornell University

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SHARING THE HARVEST

A Guide to Community Supported Agriculture



Elizabeth Henderson with Robyn Van En

Foreword by Joan Dye Gussow

CHELSEA GREEN PUBLISHING COMPANY
White River Junction, Vermont
Totnes, England

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What do I need for . . . Getting Started at a Farmers' Market?

So you've decided to try selling at a farmers' market. The gardens are weeded, the harvest is starting, and it's time to sell. What equipment and techniques will you need to help sell your produce?

Car, Pickup, Van or Truck

Is your vehicle large enough? This is a major consideration, for not only will you have your produce and the containers you intend to display it in, but you'll also need tables or some kind of structure to keep your displayed food off the ground. Don't forget that you'll need room to transport a sign with your name and farm location, and maybe a chair to sit in. Practice packing before you actually are about to head out to market.

Display

How will you be displaying your produce? Some people use leftover boxes from the local supermarkets; these may not hold up well in damp conditions and don't look especially attractive to potential customers. Used *wooden* boxes such as apple crates can be painted or left unfinished to make an attractive display. Baskets can be purchased in bushel, half-bushel, peck and half-peck sizes. Unpainted wood stays wet and cool longer when watered than painted wood or plastic. Remember to bring all sizes of baskets and containers, as this helps keep your display looking full. Display containers should blend well with and enhance your produce's appearance, not steal attention from it. Browns, brick reds, dark greens, dark blues and natural wood colors will contrast well with the many different colors of produce in your display.

Physical characteristics of your farmers' market display are vital to the success of your effort. *All* displays should have the following common features:

- @ - A distinct sign with your name or the name of your farm.
- @ - All items should be clearly visible and easy to reach.
- @- *Everything* must have the price clearly marked.

Protect your Produce

Choose containers that protect tender produce from drying wind and sun. A spray mister bottle is the best way to keep your produce moist and fresh; bring plenty of cool, fresh water. Once wilted, your produce won't come back. Lettuce and radish tops wilt fast. Too long in the sun, and beans no longer snap when bent. Cukes and zucchini will eventually soften in direct sun. Raspberries should be kept in a cooler with a thick layer of ice on the bottom.

Tip your baskets and containers slightly so that it appears produce is so plentiful that it is spilling out. This illusion of plenty creates a "bigger choice" for the customer, which is what all people want . . . more choices.

Shade

Where is your market located, under the trees or in the open parking lot? Shade is very important because limp, sunburned produce does not sell well. Since many farmers' markets are held rain or shine, investing in a tarp or cover is practically essential. Many clever home-made designs for supporting tarps look quite attractive, but make sure your structure can withstand the wind. Stay away from blue tarps unless the product you are selling looks good under blue light; most produce does not. Beach umbrellas work well for small setups, but may be especially troublesome on breezy days. A square canopy is a great investment.

Volume or Weight?

How will you be selling your produce? A legal scale will be required if you are to sell by weight. Depending on local tradition, some products sell better by weight, and some better by unit. Customary methods include corn by the dozen, green beans by the pound. You can even sell by the bagful, or by the quart. Transferring small fruit or cherry tomatoes from pint containers into a bag at the point of purchase allows you to re-use the more expensive berry box over and over.

Listing Prices

The average customer is shy, and will not ask a price. A large, attractive chalkboard or individual price signs for each container of produce is welcomed, especially for shoppers new to the market or new to your stand. Develop a kit that comes to market with you. You should include chalk and an eraser; tags (blank business cards are perfect), 5x8 un-ruled index cards, markers, scissors, tape and pens.

Rubber bands come in handy when you bunch products like radishes or asparagus.

Include a pad of note paper for jotting down new marketing ideas or special order requests from customers, or to give your name and phone number to a customer.

Bags

Always be on the lookout for bags of all sizes. Many customers are glad to recycle or donate their paper and plastic grocery bags. Always express your gratitude while accepting them, as there may be a time you'll run out of bags. Check out your community recycling center for an endless source of bags.

If need be, bags can be purchased at many of the larger "wholesale-type" stores. Trays made from soft drink boxes are efficient for transporting large numbers of seedlings.

Handling Cash

How will you handle your cash at the market? A cash box for bills and change keeps everything centralized and orderly. Some vendors use aprons, or wear clothes with big pockets so that they may roam about the stand and yet be able to make a sale from any point without having to run back to the vehicle. Others work out of a cash box they keep on a table or in the back of the vehicle. Keep bills out of sight and where they will not likely to be blown away by wind. Some farmers find it useful to record every sale in writing for reconciliation at the end of the day.

Bring plenty of change! The day you forget to bring sufficient small bills and coins will be the day your first two customers will only have \$20 (or \$50) bills! Bring enough change to cover at least your first two customers handing you a \$20 bill. (Remember, if YOU are the farmer breaking the big bills, that means the shoppers are going to your stand first!) Most other sellers at market will be glad to help out if you run short of change, and you should be happy to do the same for them; but, don't become a pest by relying on your neighbors to bring enough change for your operation!

Setting your Prices

There are entire books written on this subject, but I'll include here just a few tips. The "Farmers' Market Report" published by the Virginia Department of Agriculture can give you current prices in their listing of farmers' markets around the state. Call 1-800-552-5521 and listen to the menu, press numeral [5], wait, then press numeral [8].

Other guides are local supermarket prices, other sellers at market, or whatever you feel you can justify charging. Walking the market to note what other members are charging and even asking them about their pricing is *not* price collusion, it is simply trading information. Getting together with other members to "set" prices, however, is illegal.

Bear in mind that supermarkets often make no money on produce! To them produce is an attraction to get customers into the store; they offer "loss-leaders" knowing shoppers will probably purchase more than they intended. Be honest about the value of what you are offering. Don't be afraid to charge more if your customers agree that it is of superior quality. (And vice versa, of course.) If an item is selling very fast and you will soon sell out, you may have priced it too low for that situation. Learn to judge the market by how things are selling and adjust your prices accordingly. Note, however, that a day of slow sales usually indicates not enough customers at market, and this can not be improved by lowering prices. Hold firm to your price, and give extra to the customers that do come out.

Remember that it is your responsibility to begin the process of educating consumers that what they are getting from you is NOT what they would get at the supermarket. This *really is* "farm fresh," and therefore comparison pricing is somewhat irrelevant. Cutting your price often results in only marginally more sales, and it generates in many buyers a distrust of the product being offered at "fire sale" pricing. Offering a volume discount on greater *quantities* works better than lowering prices on small unit sales.

Clean, Attractive and Orderly

Simple things like misting and rotating your produce can make the difference between making and losing a sale. Produce with soil on it sends most shoppers to buy elsewhere. This may mean you need to wipe your cukes and tomatoes with a damp cloth after a rainy day to remove dirt spots. Many farmers may have good healthy produce, but axle grease under their nails. That will not encourage people to buy your produce. It's a free country, but think twice before sitting down on the tailgate to read the newspaper with a cigarette dangling from your mouth. Surveys have proven that tobacco use is a "turn off" to many customers. Keep moving, chatting with fellow vendors. Customers love the "hum" of a good market. Above all, smile and talk to your prospects. Learn their first name. This will, more often than not, bring repeat sales in the future.

Know What You Are Selling

You'll find that some customers will quiz you on what variety of produce you are selling, what pesticides were used, when it was picked, how long it will last, and how to prepare it. People who ask questions are your most valuable target market - they care about their food supply. When you can, engage each customer in conversation for at least 60 seconds. If you can do that, they'll buy something. Also, let your customers pick out what *they* want. Just hold the bag and continue your conversation. Nine times out of ten, they'll fill it up!

For more help

The Virginia Farmers' Direct Marketing Association offers help and advice to markets and farmers. Write to:

VA FDMA
P.O. Box 1163
Richmond, VA 23218

Jeff Ishee is V.P. of the VA FDMA and Farm Director for WSVB Radio in Harrisonburg. He is also a columnist and author of the book *"Dynamic Farmers' Marketing: A Guide to Successfully Selling Your Farmers' Market Products."* The book is available via Amazon.com, or by sending \$22.45 (ppd.) to:

Jeff Ishee
Bittersweet Farmstead
P.O. Box 52
Middlebrook, VA 24459

Horticultural Business Management and Marketing Program

SMART MARKETING BULLETINS

2000

The following bulletins are in PDF format. You will need a PDF file reader to view them. If you do not already have a PDF reader, you can download a free copy of [Adobe Acrobat Reader](#).

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1994

1993

1992

1991

1990

1989

1988

<u>Date</u>	<u>Title</u>	<u>Author(s)</u>	<u>File Size</u>
May 2000	<u>Ways to Add Value to Farm Milk</u>	M. Stephenson	32 KB
Mar. 2000	<u>Adapting to Changing Markets with New Products</u>	K. Rowles	29 KB
Feb. 2000	<u>Impact of Generic Milk Advertising on New York State Markets</u>	H. Kaiser	29 KB
Jan. 2000	<u>A Growing Dilemma</u>	K. Park	17 KB
Dec. 1999	<u>Travel the Road to Success with a Marketing Plan</u>	W.L. Uva	37 KB
Nov. 1999	<u>What is Marketing?</u>	M. Brunk	16 KB
Jan. 1994	<u>New Competition in Food Retailing</u>	R. Hawkes	15 KB
Dec. 1993	<u>Your Most Important Asset</u>	D. Perosio	15 KB
Oct. 1993	<u>Know Your Customer's Income</u>	E. Figueroa	12 KB
Aug. 1993	<u>Smart Marketing Can Help the Environment Too</u>	R. Hawkes	28 KB
July 1993	<u>Can Labels Increase Sales of Perishable Products?</u>	E. Figueroa	13 KB
Mar. 1993	<u>Service with a Smile is Good Business</u>	W. Lesser	12 KB
Sept. 1992	<u>Know Your Competitors -- They Know You!</u>	D. Perosio	15 KB
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May 1992	<u>Farm Direct Marketers Should Band Together</u>	E. Figueroa	13 KB
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Purposes and Aims

Cider Mill is a functioning apple cider mill and farm on the Howard County Inventory of Historic Places. It stands on about 59 acres of fields and woods. The purpose of our tours is to educate children and adults in traditional cider making, farm animals and pond life in an informal, hands-on atmosphere supplementing the classroom. We aim to coordinate our offerings with school curricula. We will be pleased to work with teachers and other group leaders prior to their visit so as to maximize the value of an experience at the Cider Mill Farm.

Policies

Late Arrivals: Being on time helps us in giving the best quality tour possible. Late arrivals may be charged a late fee or have their tour modified to fit the time available.

Minimum Groups: A minimum of 10 children is required for all guided tours.

Rain: The Cider Mill is always open and our tour guides are ready, rain or shine. If you wish to postpone your trip due to rain, please call early on the morning of your trip to reschedule.

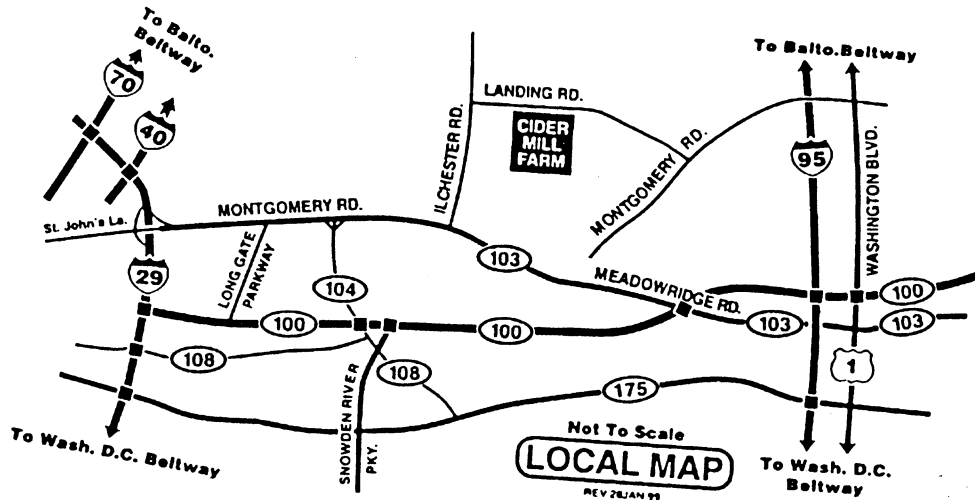
Payment: Payment is due the day of the tour by cash or check.

Also Available:

Petting Farm walk-through-\$1.50 per person
Pony Ride (Weekends only)-\$2.00 per child

BEING ON TIME IS IMPORTANT!

Please note our location and call **410•788•9595** or visit our website at **www.FarmMd.com** if you need further assistance with directions.



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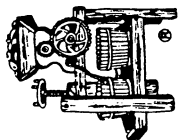
Open 7 days a week, 9am-4pm

Call 410•788•9595
visit our website at www.FarmMd.com
email: Cider@FarmMd.com

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BAKERY & PETTING FARM, Ltd.



5012 Landing Rd., Elkridge, MD 21075
EMAIL Cider@FarmMd.com

(410) 788-9595
WEB http://FarmMd.com

1999 FALL WEEKEND ACTIVITIES SCHEDULE

Open 7 Days, 10AM-6PM

SEPT. 11-12 Early Apple Press Days and Grandparents Day. Cider Mill season opens with free cider and apple for grandparents accompanied by grandchildren. Goat World opens. Hayrides on the hour, pony rides, bakery, country store, petting farm, apples, pies. Open 10am-6pm.

SEPT 18-19 Founders Day. Square dancing (1-2pm both days), petting farm, pony rides, Goat World, hayrides on the hour, baked goods, cider, apples. Open 10am-6pm.

SEPT. 25-26 Harvest Days. Storytelling Weekend: Sat.: Ann Loar Brooks, Sun.: Tracy Radosivec (1-3pm both days). Sheep shearing demo (1-3pm both days). Pumpkin patch opens. Scarecrow making begins (noon-4pm). Decoy making with Richard and Frances Gick, petting farm, hayrides, Goat World, pony rides, cider, pies, bakery. Open 10am-6pm.

OCT. 2-3 Apple Days. Footnotes (formerly Calico Cloggers) (1-2pm both days). The Thomas Sisters sing country-gospel (2-3pm both days). Fresh made caramel apples, pumpkins, cider, scarecrow making (noon-4pm), Goat World, pony rides, hayrides, pumpkin patch, bakery. Open 10am-6pm.

OCT. 9-10 Teddy Bear Farm Visit. Teddy bear contest and hayrides (1 & 3 pm). Bring your bears! Folk singing with Tony McGuffin (noon-4pm), petting farm, Goat World, pony rides, pumpkin patch, hayrides, apples, pumpkins, pies, scarecrow making (noon-4pm). Open 10am-6pm.

OCT. 16-17 Apples & Pumpkins! Sat.: Pop musicians Jim & Mike Carothers (noon-2pm). Sun.: fiddler Terry O'Neill (1-3pm), basket weaver Susan Griddle (1-3pm). Cider, bakery, store, petting farm, Goat world, pony and hayrides, scarecrow making (noon-4pm), fall decorations, pumpkin patch. Open 10am-6pm.

OCT. 23-24 Kangaroo Kids Weekend. Professional jumprope team (1-1:45pm both days). Sun.: Fiddler Drew Vervan (2-4pm). Caramel apples, bakery, store, apples, cider, pumpkins, petting farm, pony rides & hayrides, Goat World, pumpkin patch, scarecrow making (noon-4pm). Open 10am-6pm.

OCT. 30-31 Halloween Weekend. Costume contests 12:45 and 2:15pm-prizes for all! Sat.: Students from Catonsville Elementary School (noon-12:45pm). Sat. & Sun.: Footnotes professional cloggers (1-2pm). Cider, apples, store, bakery, petting farm, pony rides, hayrides, Goat World, pumpkin patch, scarecrow making (noon-4pm). Open 10am-6pm.

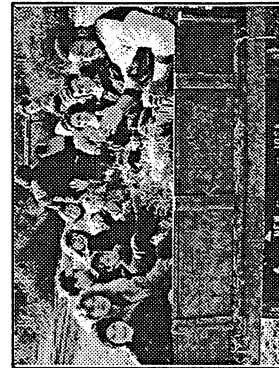
NOV. 6-7 Living History-Colonial Days. Interpreter Jim Roane (1-3pm both days). Apples, petting farm, pony rides, hayrides on the hour, Goat World, cider, bakery, store. **Place order for a Thanksgiving pie.** Open 10am-6pm.

NOV. 13-14 Living History-Pilgrim Times See and learn about Pilgrim homes, their diet, games and chores (1 & 3pm). Order Thanksgiving pies, cider, store, Goat World, petting farm, hayrides on the hour, pony rides. Open 10am-6pm.

NOV. 20-21 Living History-Pilgrim Times Same as above, plus: free hayride to every person bringing a canned good donation. All food is donated to Elkridge Food Bank. Petting farm, pony rides, Goat World, cider, pies. Order Thanksgiving pies! Open 10am-6pm.

NOV. 24 Our Last Full Day Open for the Season. Pick up pie orders and apple cider (great to freeze!). Shop early for Christmas gifts! Open 10am-6pm.

NOV. 25 Thanksgiving Day. Open 10am-2pm. Pick up pie orders and last minute cider!



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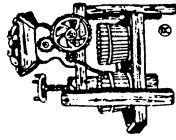
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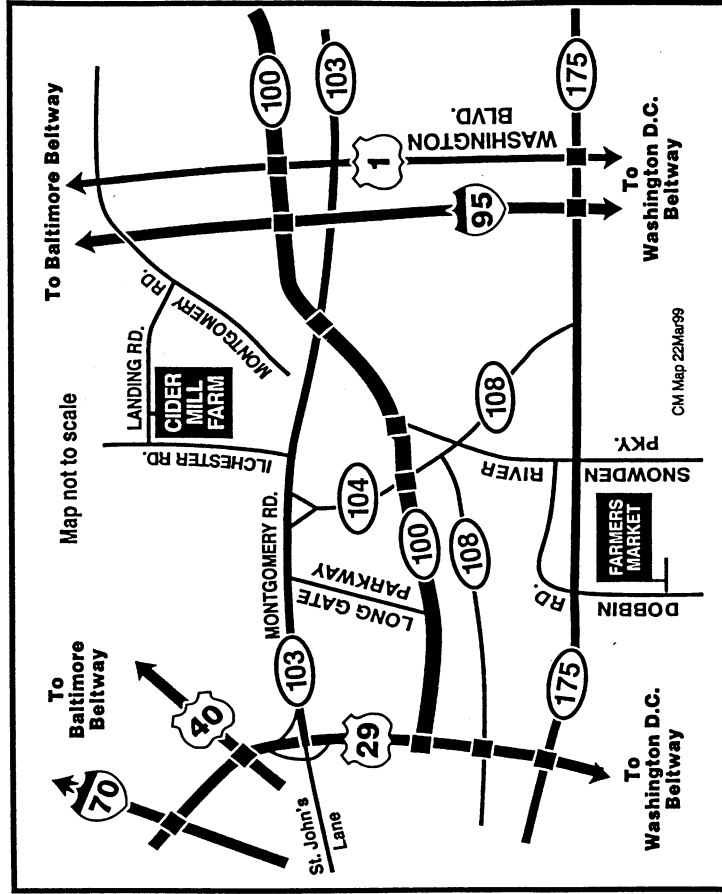
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FIELD TRIP 1

"A DAY IN THE LIFE OF A FARMER"

Your personal guide conducts a hands-on educational experience that teaches children all about our many farm animals. The children help feed the sheep and goats and learn to milk our cow! There is also a brief explanation about the importance of farming and where our food comes from. All children receive their own seed, soil and a pot for a take home project. The tour winds up with a fun hayride.

TOUR TIME: 80 MINUTES

COSTS: \$6 per child (\$5.50 w/o hayride)
\$3 Adults
Free to Teachers

OPTIONAL PONY RIDES: \$1 per child

Your personal guide will walk you down to our farm pond and teach the children about the web of life that exists within the pond. Then each child will take turns using an aquatic net to catch a variety of pond life. After this very "hands-on" experience, you will go on a fun hayride for a grand conclusion to this special tour.

TOUR TIME: 80 MINUTES

COSTS: \$6 per child (\$5.50 w/o hayride)
\$3 Adults
Free to Teachers

OPTIONAL PONY RIDES: \$1 per child

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- Our **country store** offers fresh homemade baked goods, jams, jellies, honey and much more!
- Bring a lunch and make use of our **large picnic fields**. Plenty of **free parking**.

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Relax in country comfort in our restored Victorian farmhouse; watch horses graze from your window, visit with jeeps the goat, and help gather the eggs from the henhouse. After a hearty farm breakfast, take a riding lesson or go fishing at Tailwinds, or follow us to Fair Hill for a trail ride or carriage ride.

Horse Owners: Bring your horses and stable them overnight in our beautiful 17-stall barn. Ride in our indoor ring or trailer 10 minutes to Fair Hill for unlimited riding on 5,000 gorgeous acres. We are minutes away from special attractions in Maryland, Delaware and Pennsylvania.

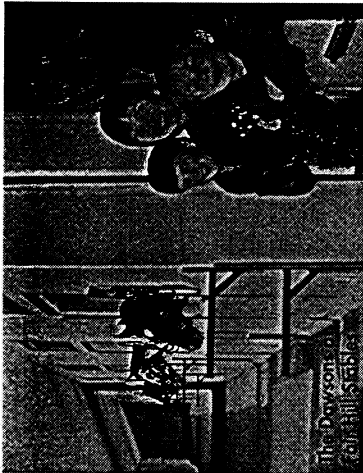
\$75.00/room/night

\$25.00/stall/night (includes hay, grain, turnout.)

Check-in time: 3:00 - 8:00 pm. Check-out time: 11:00 am
No deposit required. Cancellations 7 days prior to arrival requested. Children 8 and over welcome.

Fee Fishing & Fish Tournaments

A great family activity! On the pond at Tailwinds, beginning in the summer of 2000. Call (410) 658-8187 for details.



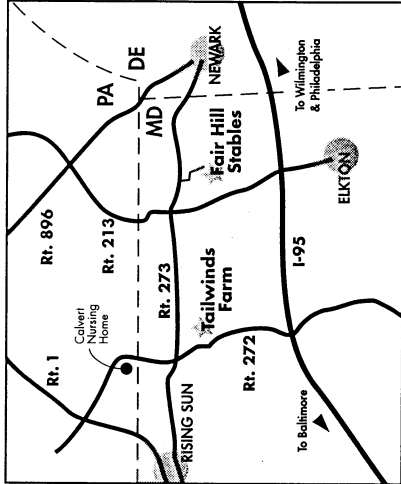
About The Dawsons

Ted and JoAnn Dawson combine years of business and horse experience, first as owners of Fairview Follies, a carriage and pony ride business, then as managers of Carousel Farm & Riding Stables in Wilmington, DE from 1986 to 1998.

JoAnn has a B.S. degree from the University of Delaware in Animal Science/Ag Education and a Masters Degree in Education and has taught Animal Science and Equine Science at both high school and college levels. She has successfully competed at local and regional hunter shows and events and sits on the board of the Delaware Horse Show Association. She is a member of the Maryland Horse Council, the Maryland Tourism Committee, the North American Horseman's Association and a board member of the Fair Hill Nature Center. Through her membership in the Screen Actors Guild she works in film and television as an actress and horse wrangler, most recently on *Beloved*, *The Sixth Sense*, and *America's Most Wanted*.

Ted holds a B.S. degree from the University of DE in Business Administration and Finance. He has an extensive farming background, including dairy, crops, livestock and fish farming. He is a member of the Farm Bureau as well as the North American Horseman's Association.

The Dawsons' two boys, Zachary and Nicholas, enjoy all sports, including horseback riding!



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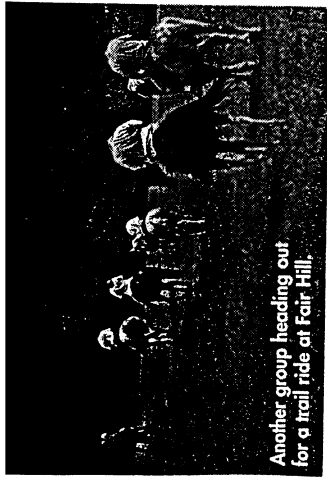
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(410) 658-8187

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- 1 hour trail ride \$25.00 per person
- Children (8-12) \$20.00 per person
- Organizations \$20.00 per person

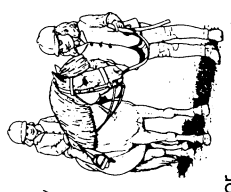
Pony Rides

For the little ones!! At Fair Hill Stables we offer pony rides every Sat. & Sun. 12-3pm or for week-day groups by reservation.

- \$2.00 per ride
- \$25.00 per 1/2 hour
- \$50.00 per hour

Book ponies at your location for birthday parties, fairs, events, etc. please call Tailwinds Farm.

- 90.00/hour One pony
- 75.00/hour (each) Two or more ponies.



Carriage Rides

Great for special occasions! Your choice of a 1/2 hour ride to the Fair Hill Inn for dinner (we drive your car over for you!), a 1 hour ride through the park or a "Carriage Picnic" which includes a 1/2 hour ride to the Covered Bridge, a picnic lunch on a blanket by the pond, and a 1/2 hour ride back to the stable. What could be more romantic?

- 1/2 hour ride to the Inn \$40.00
- 1 hour ride \$75.00
- Carriage picnic \$125.00
- Driving lessons \$35.00 per hour

To rent carriages for weddings, festivals, etc., call Tailwinds Farm.

We also offer sleigh rides when there's enough snow! Call for availability.

Hayrides

A one hour tractor-drawn hayride through woods and fields at Fair Hill followed by a cozy bonfire is a great activity for your group or organization. Hayrides of up to six wagons (25 people per wagon) are offered year round.

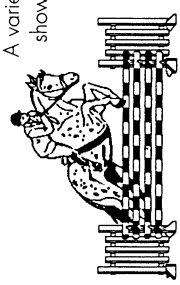
- \$75.00 per wagon (includes bonfire)
- \$65.00 per wagon (no bonfire)
- \$100 per wagon per hour off premises at your location



Horse Shows

A variety of spring and summer shows are offered including

- Paper Chases, Dressage and Schooling shows in "The Big Ring."
- Call for a prize list. Fall Series of shows to be held in the indoor ring at Tailwinds Farm.



Riding Lessons

Beginner through advanced lessons are taught by qualified instructors both at Fair Hill Stables and in the indoor ring at Tailwinds Farm.

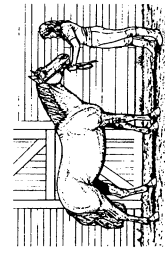
- Group lesson \$25.00 per hour
- Semi-private lesson \$30.00 per hour
- Private lesson \$35.00 per hour

Birthday Parties

Your choice of a trail ride, hayride and/or pony rides at Fair Hill will make your birthday party fun for all ages. Must be over 8 years old for trail rides. Parties also held at Tailwinds with pony rides, a petting zoo and fishing in the pond. Call for prices and reservations.

Summer Camp

Children ages 8-13 learn all about safety, riding and horse care through hands-on experience. Then kids can show off what they've learned at our Friday camp show and bar-be-que. Residential camp offered the last two weeks of August.



- Day Camp: Mon. - Fri. 9am - 4pm \$220.00
- Extended hours: 8am - 5pm \$5.00/hr.
- Residential Camp: Sun. - Fri. \$435.00

Horse Covers Program

Originally developed for Girl Scouts to earn their badge, this program is offered to other groups as well, covering grooming, tacking and horse care with a hands-on approach. Followed by a mounted demonstration and ride in the ring. May also include a one hour trail ride upon request.

- \$15.00 per person (lecture & ring lesson)
- \$35.00 per person (includes trail ride)

School Trips

Teachers choose one or a combination of six different activities: carriage rides, pony rides, hayride, grooming and saddling demonstration, ring riding at a walk or a trail ride. Plans may be made at the stables only, or begin at the stables and continue at the Fair Hill Nature Center where we transport the children via hayride.

- \$2.00 per child each activity except:
- \$4.00 per child for ring riding
- \$20.00 per child for trail ride (must be 8 or older)

Horse Sense Class

If you love horses, want to know more about them, or are thinking of buying one, this 10 week class is for you. Hands-on experience in selection, conformation, feeding, stabling, first aid, breeds, colors, markings, etc. is taught by JoAnn on Tuesdays in the Spring and Fall from 6pm - 8pm at Tailwinds Farm. Call (410) 658-8187 for exact dates and to register.

Special Events

We love Christmas. Santa spends a weekend in his sleigh at Fair Hill Stables, listening to the little one's requests. Afterwards, take a pony ride and carriage ride and visit with the horses in their stalls. Second weekend of Dec., 12-3 pm. At Tailwinds, we remember the reason for the season: A Live Nativity in the stable, with music, the reading of the Christmas story, Bible characters in costume and, of course, the animals. Third weekend of Dec., 6:00-8:00 pm.

In April, Tailwinds Farm presents "Horseplay - A History of Man and Horse." This one-of-a-kind drama chronicles the age-old relationship between man and horse with music, characters in costume, and live horses in action. A must-see for horse lovers! Call 410-658-8187 for date and time.

Don't miss these special events!

United States
Department of
Agriculture

Agricultural
Marketing
Service

August 2000



Farmers Market Coloring Book

“How to Buy” Guides!

Agricultural Marketing Service, USDA publishes a series of “How to Buy” guides which are geared towards consumers. Some producers like to distribute them to their farm direct marketing customers at the farmers market or at their farm stand.

The “How to Buy” guides are available free of charge. If you would like to receive copies to distribute please indicate the quantity below and your mailing address.

- _____ How to buy fresh fruits
- _____ How to buy fresh vegetables
- _____ How to buy canned and frozen fruits
- _____ How to buy canned and frozen vegetables
- _____ How to buy meat
- _____ How to buy poultry
- _____ How to buy dairy products
- _____ How to buy butter
- _____ How to buy cheese
- _____ How to buy eggs
- _____ How to buy potatoes

Send your request to /fax/email it to:

Denny Johnson
USDA/AMS/TM/WAM
Room 2644 South
1400 Independence Ave., S.W.
Washington, DC 20250-0269
Phone: (202) 690-0531
Fax: (202) 690-0031
Email: denny.johnson@usda.gov

Wholesale and Alternative Markets Publications

Orders should be submitted by post, e-mail or fax to:

Velma R. Lakins

Wholesale and Alternative Markets Program - USDA

Room 2644 - South

1400 Independence Ave. S.W.

Washington, D.C. 20250-0269

Fax: (202) 690-0031

Phone: (202) 720-8317

Email: velma.lakins@usda.gov

Please check the publications that you would like to receive. All of them are available free of charge:

- ___ Marketing Alternatives for the Revitalization of the Lynchburg Farmers Market, Lynchburg, VA 5/1983.
- ___ Proposed Master Plan, Montgomery State Farmers' Market, 12/1983.
- ___ Virginia Wholesale Farmers Market. Feasibility Study, 10/1984.
- ___ Improved Food Distribution Facilities for Southern New Jersey, 1/1986.
- ___ Expansion Planning for the Connecticut Regional Market at Hartford, 12/1986.
- ___ Improved Wholesale Food Marketing Facilities for Buffalo, NY, 5/1987.
- ___ Plans for Improved Wholesale Food Distribution Facilities for San Diego, CA, 8/1988.
- ___ Feasibility of Establishing a Farmers' Market in Tupelo, Mississippi, 9/1988.
- ___ Feasibility of Establishing a Wholesale Farmers' Market Upstate South Carolina, 12/1988.
- ___ Revitalization of Marketing Facilities for Syracuse, New York, 1/1989.
- ___ Wholesale Food Distribution Center Growth Development (Maryland Wholesale Food Center at Jessup, MD), 9/1989.
- ___ The West Harlem-Hudson Piers Meat Study, New York, NY, 1/1990.
- ___ The Southwestern Michigan Fruit and Vegetable Industry, A Marketing Facilities Analysis, 3/1990.
- ___ Wholesale Marketing Facilities for Maricopa County, Arizona, 9/1990.
- ___ Refrigeration Systems for Wholesale Food Distribution Centers, 12/1990
- ___ The Importance of Wholesale Produce Markets, 1/1991
- ___ Regional Farmers' Markets, A Marketing and Design Study (Missouri), 1/1993.
- ___ A Model for Determining the Maneuvering Space Requirements for Tractor-Trailers at Loading Docks, 2/1993.
- ___ 1994 National Farmers Market Directory, 1994.
- ___ Toledo (Ohio) Fresh Food Public Market, A Feasibility Analysis, 1/1994.
- ___ New Agricultural Marketing Facilities for Northern Kentucky, 1/1995.
- ___ Survey of Interest in Creating an Agribusiness Park for Selected Maine Resource-based Industries, 2/1995.
- ___ Green Book/Produce Market Information Directory, 1995.
- ___ Farmers' Market Survey Report, 6/1996.

- ___ Thomasville, Georgia, Regional Market Facility Feasibility Study, 6/1996.
- ___ The Feasibility of a Mid-Hudson Valley Wholesale Fresh Product Facility, 8/1996.
- ___ Horticultural Shipping-point Market Project for Southwest Virginia, 8/1996.
- ___ Redevelopment Plans for the North Market, Columbus, OH, 9/1996.
- ___ 1996 National Farmers' Market Directory, 12/1996.
- ___ Floral Product Marketing in Greater Los Angeles, California, 4/1997.
- ___ Evaluation of the Feasibility of a Centralized Marketing Facility for Maine's Agricultural Industries, 8/1997.
- ___ Southwest Virginia Shipping-Point Market Project Cooperative Development and Facility Design, 1/1998.
- ___ Boston Public Market Facility and Business Development Plan, 4/1998.
- ___ How to Establish a Farmers' Market on Federal Property, 4/1998.
- ___ Public Markets: Development and Management of Satellite Markets in Philadelphia, Pennsylvania, 8/1998.
- ___ 1998 National Farmers Market Directory
- ___ Farmer Direct Marketing Bibliography, 12/1998
- ___ A Review of Little Rock's River Market Public and Farmers Market Operations, 8/1999
- ___ The Burlington Public Market: Phase I - Producer Survey and Analysis, 9/1999
- ___ Brochure: Farmer Direct Marketing Program, 10/1999
- ___ Direct Marketing Today: Challenges and Opportunities, 2/2000
- ___ 2000 National Farmers Market Directory, 7/2000
- ___ USDA Farmers Market Coloring Book, Forthcoming

Name: _____

Title/Affiliation: _____

Address: _____

**United States
Department of
Agriculture**

**Marketing and
Regulatory
Programs**

**Agricultural
Marketing
Service**

**Transportation
and Marketing**

**Wholesale and
Alternative Markets**

BLA-132

Farmer Direct Marketing Bibliography

Jennifer-Claire V. Klotz, Economist

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Executive Summary

Direct marketing continues to grow in the United States as a method for small and medium-sized producers to increase their profits. Early results from the U.S. Department of Agriculture's (USDA) National Farmers Market Directory show an approximate 10-percent increase in the number of farmers markets since 1996. All forms of direct marketing, farmers markets, public markets, roadside stands, community supported agriculture (CSA), and pick-your-own operations, are becoming increasingly popular with consumers who seek fresh and healthful agricultural products.

One way the Agricultural Marketing Service (AMS) can support farmer direct marketing is to facilitate access to resources for all participants: producers, vendors, market managers, consumers, academics, extension educators, as well as Federal and State employees. This bibliography is an example of that support.

A large body of information exists concerning farmer direct marketing. This bibliography represents the work that has been done since approximately 1980. While some pre-1980 publications have been included, the cut-off date of 1980 was selected based on resource constraints. Twenty-four functional categories are used to divide the references from various resources including private industry, academia, and State and Federal Governments. References were compiled primarily from bibliographies of individual publications as well as inquiries distributed on various Internet list servers. The bibliography will be maintained through regular updates on the USDA Farmer Direct Marketing web page (<http://www.ams.usda.gov/directmarketing>).

Direct Marketing and Related Topics

January 1991 - December 1996

Quick Bibliography Series no. QB 97-02

235 citations in English from AGRICOLA

Compiled By:

Mary V. Gold

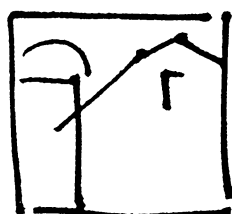
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**Alternative
Farming
Systems**



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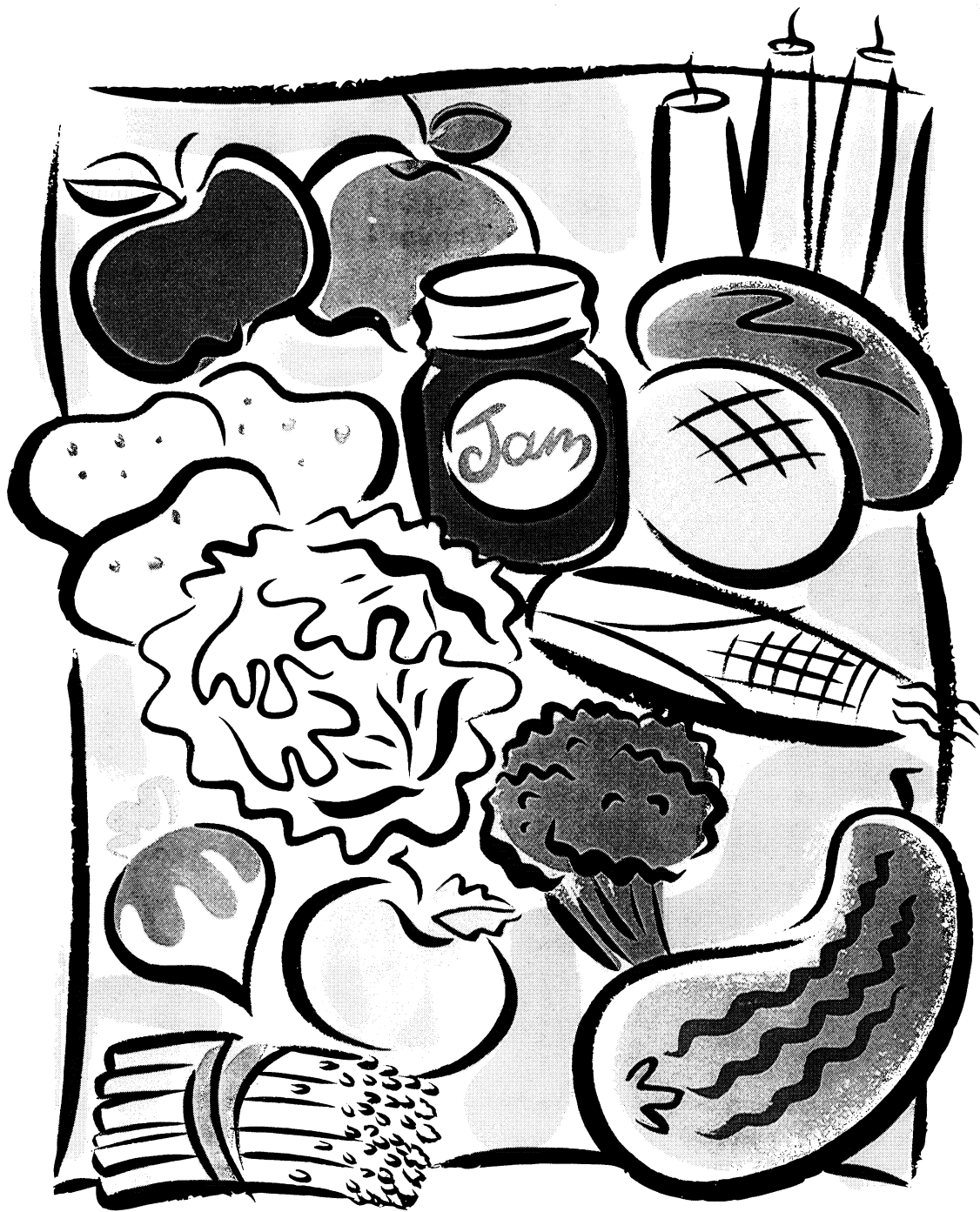
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National Directory of Farmers Markets 2000

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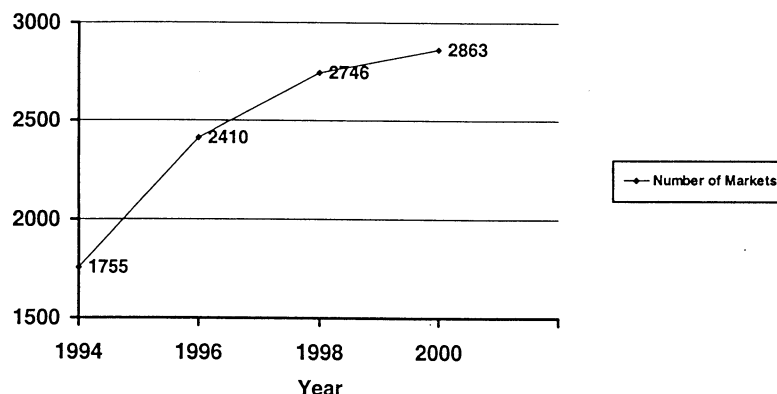
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Introduction

Direct marketing of farm products through farmers markets continues to be an important outlet for small agricultural producers nationwide. Farmers markets, now an integral part in the urban/farm linkage, have continued to rise in popularity, mostly due to the growing consumer interest in direct marketing. Through this type of direct marketing, both farmers and consumers benefit. While farmers are afforded the opportunity to thrive in their businesses by supplementing their farm income, consumers have access to locally grown, farm-fresh products and the opportunity to personally interact with the farmer who grows the produce.

Rise of Farmers Markets

The number of markets operating in the United States has continued to increase since this data was last reported in 1998. The **2000 National Farmers Market Directory** documents 2,863 farmers markets now operating in the United States, an astonishing increase from 1,755 markets in 1994 when USDA began collecting the data.



Farmers markets, as presented in this directory, are defined as a group of farmers and vendors leasing or renting space in a common facility/site on a temporary basis with an emphasis on the sale of fresh farm products and other locally produced items. This directory is intended to provide an informative resource for farmers, operators, consumers, and the general public. The directory lists markets by name, location, contact person, telephone number, and type of operation (open-air/seasonal or year-round) and points out markets that accept WIC (Special Supplemental Nutrition Program for Women, Infants, and Children) coupons. Year-round generally (but not always) denotes that some type of covered facilities exist at the market site. The address of a market listed in this publication usually depicts market location and does not necessarily represent a complete mailing address. Therefore, attempts to contact markets listed in this directory should be made by telephone or e-mail, if possible. The reader may note that, in some instances, either the names of contact persons are missing or no phone number is listed. However, all information received from State departments of agriculture and farmers market organizations has been included in the directory.

The directory will be published biennially and updated continuously on the website. Suggestions, comments, or market data corrections may be submitted to the following address:

USDA/AMS/TM/W&AM
Room 2642-South
P.O. Box 96456
Washington, DC 20090-6456

For more information, call
1-800-384-8704
or visit us on our website at:
<http://www.ams.usda.gov/farmersmarkets>

Entertainment Farming and Agri-Tourism

Pairing farms with entertainment can draw families -- and their recreational dollars. Seasonal festivals, hayrides, petting zoos, on-farm classes and workshops bring more potential customers to your farm. Another option for recreational farming is leasing wooded land or marginal cropland for hunting, fishing or hiking.

You can weave farm entertainment events with regional tourism efforts. The Archway Regional Tourism Association (ARTA) in eastern Kentucky links local farmers with Natural Bridge State Park. For small farmers looking for alternatives to tobacco, agri-tourism in this region -- known for its scenic resorts and parks -- has been a godsend.

Growers sell at a farmers market inside the park each summer as part of the Mountain Market Festival. Widely publicized by ARTA, the event features chef presentations and live music. Every farmer who participates sells out.

"We wanted to help the agri-tourism organization become self-sustaining, and it has done that," says Karen Armstrong-Cummings, who works with area farmers as a staff member of the Commodity Growers Cooperative. The cooperative received a SARE grant in 1997 to help it build markets for local farm products.

Tree growers have helped spawn popular "Christmas in the Mountains" weekends. Participants receive coupons for a Christmas tree from a local farm and a gift from a local craftperson or artist.

The coupons were a strong draw, Armstrong-Cummings says, bringing people from as far away as Louisville.

The partnership, which includes Extension agents, farmers, craftsmen and parks officials, helped the Commodity Growers Corporation create a statewide agritourism award to recognize projects that bring together farmers and tourism. The first \$500 award went to Owensboro orchardist Billy Reid, whose apple festival brings 20,000 people to the city.

If you're interested in entertainment farming or agri-tourism, keep in mind:

- Agri-tourism ends farmer isolation and offers the opportunity to make new friends and build stronger links to the community.
- Some disadvantages could include interference with main farm activities, potential low financial return and high liability risk.
- In the tourist business, you are never really off duty. Holidays likely mean a full workday. Be prepared for late-night calls.
- Social skills and a scenic, clean, attractive farm are crucial for success in agri-tourism and can overcome a location that is less than ideal.
- Call tour bus companies and your local or regional tourism and convention bureau for information on attracting tour buses to your farm.
- State Departments of Agriculture often offer assistance in setting up farm festivals and similar activities. State tourism bureaus also can offer a wealth of ideas and information.

MARKETING CRAFTS AND TOURIST PRODUCTS

A research team...compiled information from 1,400 individuals on marketing crafts and tourists' shopping habits... After meals and lodging, tourists spend most of their dollars on clothing, crafts, and local food products.

If you sell crafts, a study on tourists' shopping habits, by the North Central Regional Extension Service, may give you ideas for meeting consumer desires and increasing sales.

A research team from Iowa, Minnesota, and Nebraska compiled information from 1,400 individuals on marketing crafts and tourists' shopping habits. Shopping is an important activity for tourists. After meals and lodging, they spend most of their tourist dollars on clothing, crafts, and local food products. Almost 70 percent buy gifts for future events and for mementos.

Tourists want crafts to use and display in their homes. They enjoy seasonal items. Their favorite craft medium is wood, followed by items made from other natural materials and fabric. They appreciate appealing colors, design, high quality workmanship, a fair price, and innovation. They look for items that can be used (not just displayed) in their homes, things to add to collections, and jewelry. Their craft purchases often have symbolic value; they may become valued reminders of the places they visited, especially if the crafts reflect local sites or events. Tourists appreciate neatly arranged displays that show how to use the crafts. They appreciate written information on care, safety, and materials used. The tourists surveyed indicated there were not enough crafts made from leather and glass, hand-crafted toys, jewelry, and clothing. They said there were too many crafts made of fabric, paint, and paper and crafts for display (not to use).

Tourists find places to buy crafts by reading state travel office-generated information; newspaper and magazine articles; guidebooks; talking to friends, hotel personnel and local residents; and from local newspaper ads.

Tourists spend from \$5 to \$30 per item, depending on for whom they are buying.

They value sales personnel who are pleasant and knowledgeable, but will let them browse.

The most successful craft producers promoted

themselves and their products by providing business cards and hang tags, signing their work, using logos, and providing written data. They worked an average of 55 hours a week, concentrated on one particular medium, had few items in a product line, identified themselves as artist or designer rather than artisan, craftsman, folk artist, or hand crafter. Over 65 percent were male. Males charged two to four times the amount that women charged.

The average craft producer was 47 years old, from a rural community, educated through or beyond high school, had been in business nine years, contributed 25 percent of the household's income. Primary media used were wood, fabric, and clay. They sold most products at art and craft fairs and from their own homes.

The researchers suggested that to increase income, crafts producers should:

- Review promotional practices.
- Review prices.
- Provide tourist items for which demand exceeds availability.
- Continue to create original designs.
- Review professional work habits.
- Stay alert to tourist interests.
- Consider "value added services"—gift wrap, shipping, monogramming, accepting credit cards.
- Provide written information on care, safety, and use.
- Display crafts to show possible uses.
- Localize products by incorporating a name or design motif.
- Be friendly, but let people browse.
- Explain craft techniques and ways to use the crafts.
- Explain which items make good gifts.

For more information:

Marketing Crafts and Other Products to Tourists: A Guide for Craft Producers, Craft Retailers, Communities, Tourist Attractions, and Hospitality Services. 1992. North Central Regional Extension Pub. #445. University of Nebraska, IANR Communications and Computing Services, Lincoln, NE 68583-0918; (402) 472-3023.

Community Supported Agriculture

...Making the Connection

A 1995 HANDBOOK
FOR PRODUCERS

UNIVERSITY OF
CALIFORNIA
COOPERATIVE
EXTENSION
Placer County

Presented by:

SMALL
FARM
CENTER
University of
California, Davis

CSA Handbook

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11477 E AVENUE, AUBURN, CALIFORNIA 95603 (916) 889-7385 • FAX (916) 889-7397

How to Use this Handbook

This handbook has been designed as a workbook. In addition to the narrative text and examples from CSA farms, there are places that ask you to think about the material, consider how it applies to your situation, and write down your thoughts.

The handbook is divided into chapters, each covering a general subject. The chapters are divided into sections. Several sections end with worksheets that pose questions about you and your farm. The answers will help you develop your CSA. At the end of several chapters are blank charts and forms. Use them for running your CSA or adapt them so they fit your project. Places in the text which refer to one of the worksheets, charts or forms are marked with an icon:



The appendix of this handbook treats a number of subjects in greater detail. Topics in the main text which are further explained in the appendix are also marked with an icon:



Finally, this material has been published in a binder so that you can easily remove and insert items, and so that copying material will be easier.

In using this handbook, if you find something which is wrong, doesn't work for you, or ought to be changed, please contact Placer County Cooperative Extension (11477 E Avenue, Auburn, CA 95603) at (916) 889-7385 or FAX (916) 889-7397, in order that future editions of this publication can be improved.

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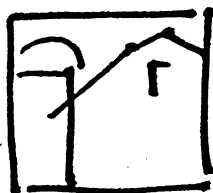
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Alternative Farming Systems Information Center
National Agricultural Library, USDA, ARS
10301 Baltimore Avenue, Room 304
Beltsville, Maryland 20705-2351

Community Supported Agriculture (CSA) Resources for Producers

Compiled by Mary Gold,
October 1999

Introduction

This publication lists books, magazine and journal articles, periodicals, audiovisual materials, internet sites and organizations that are part of the web resource, "Community Supported Agriculture (CSA)" at the Alternative Farming Systems Information Center's website. The website is a cooperative effort between the Cooperative State Research Education and Extension Service (CSREES) and the National Agricultural Library (NAL) of the U.S. Department of Agriculture. The specific programs involved are CSREES's Sustainable Agriculture Research and Education (SARE) program and its Sustainable Agriculture Network (SAN), and NAL's Alternative Farming Systems Information Center (AFSIC). The CSA website, <http://www.nal.usda.gov/afsic/csa/>, also includes a database of CSA farms throughout the U.S., resources related to "Eating Seasonally and Regionally" and links to other sources related to sustainable agriculture.

Much effort has been made to provide accurate information about the resources listed in this publication.. Mention of a particular CSA, publication, website, or organization does not constitute an official endorsement or approval by the United States Department of Agriculture or the Agricultural Research Service of any product or service to the exclusion of others that may be suitable. **Suggestions as to additions and/or corrections to this list of resources are most welcome.**

A Little About CSA

From *Community Supported Agriculture (CSA): An Annotated Bibliography and Resource Guide* by Suzanne DeMuth (AFSIC, 1993):

"Community supported agriculture (CSA) is a new idea in farming, one that has been gaining momentum since its introduction to the United States from Europe in the mid-1980s. The CSA concept originated in the 1960s in Switzerland and Japan, where consumers interested in safe food and farmers seeking stable markets for their crops joined together in economic partnerships. Today, CSA farms in the U.S., known as CSAs, currently number more than 400. Most are located near urban centers in New England, the Mid-Atlantic states, and the Great Lakes region, with growing numbers in other areas, including the West Coast.

“In basic terms, CSA consists of a community of individuals who pledge support to a farm operation so that the farmland becomes, either legally or spiritually, the community's farm, with the growers and consumers providing mutual support and sharing the risks and benefits of food production. Typically, members or "share-holders" of the farm or garden pledge in advance to cover the anticipated costs of the farm operation and farmer's salary. In return, they receive shares in the farm's bounty throughout the growing season, as well as satisfaction gained from reconnecting to the land and participating directly in food production. Members also share in the risks of farming, including poor harvests due to unfavorable weather or pests. By direct sales to community members, who have provided the farmer with working capital in advance, growers receive better prices for their crops, gain some financial security, and are relieved of much of the burden of marketing.

“Although CSAs take many forms, all have at their center a shared commitment to building a more local and equitable agricultural system, one that allows growers to focus on land stewardship and still maintain productive and profitable small farms. As stated by Robyn Van En [1948-1997], a leading CSA advocate, "...the main goal...of these community supported projects is to develop participating farms to their highest ecologic potential and to develop a network that will encourage and allow other farms to become involved." CSA farmers typically use organic or biodynamic farming methods, and strive to provide fresh, high-quality foods. More people participate in the farming operation than on conventional farms, and some projects encourage members to work on the farm in exchange for a portion of the membership costs.

“Most CSAs offer a diversity of vegetables, fruits, and herbs in season; some provide a full array of farm produce, including shares in eggs, meat, milk, baked goods, and even firewood. Some farms offer a single commodity, or team up with others so that members receive goods on a more nearly year-round basis. Some are dedicated to serving particular community needs, such as helping to enfranchise homeless persons. Each CSA is structured to meet the needs of the participants, so many variations exist, including the level of financial commitment and active participation by the shareholders; financing, land ownership, and legal form of the farm operation; and details of payment plans and food distribution systems.

“CSA is sometimes known as "subscription farming," and the two terms have been used on occasion to convey the same basic principles. In other cases, however, use of the latter term is intended to convey philosophic and practical differences in a given farm operation. Subscription farming (or marketing) arrangements tend to emphasize the economic benefits, for the farmer as well as consumer, of a guaranteed, direct market for farm products, rather than the concept of community-building that is the basis of a true CSA. Growers typically contract directly with customers, who may be called "members," and who have agreed in advance to buy a minimum amount of produce at a fixed price, but who have little or no investment in the farm itself. An example of one kind of subscription farm, which predates the first CSAs in this country, is the clientele membership club. According to this plan, which was promoted by Booker Wheatley in the early 1980's, a grower could maintain small farm profits by selling low cost memberships to customers who then were allowed to harvest crops at below-market prices.”

Books and Articles

1996 CSA Farm Network, by Northeast Organic Farming Association. Still water NY: CSA Farm Network, 1996. 88 pp. [NAL Call #: HD1484 A15 1996]

On-line information/reviews: Sustainable Agriculture Sourcebook:

<http://www.sare.org/san/sourcebook/book/NY0412.html>

- and -

1997 CSA Farm Network, by S Gilman, editor. Still water NY: CSA Farm Network, 1997. 96 pp.

Availability: Steve Gilman, Coordinator, CSA Farm Network Publications, 130 Ruckytucks Road, Still water NY 12170, phone 518-583-4613; Volume I (1996), \$6.00 plus \$2.00 mailing; Volume II (1997), \$10.00 plus \$2.00 mailing; both Volumes I & II, \$14.00 plus \$2.50 mailing (\$16.50)

On-line information/reviews: Permaculture listserv (includes tables of contents for both volumes):

<http://metalab.unc.edu/london/permaculture/mailarchives/permaculture-WA/msg00509.html>

Basic Formula to Create Community Supported Agriculture, by R Van En. Great Barrington, MA: R Van En, 1992. 80 pp. [HD9225 A2V35 1992]

Availability: Biodynamic Farming and Gardening Association, P.O. Box 29135, San Francisco CA 94129-0135, phone 888-516-7797, fax 415-561-7796, e-mail biodynaimc@aol.com; \$12.95 plus \$4.50 shipping & handling (plus \$1 for each additional book ordered), checks payable to "Biodynamic Farming and Gardening Association"

A limited number of copies are also available from the Robyn Van En Center, c/o Center for Sustainable Living, Wilson College, 1015 Philadelphia Ave., Chambersburg PA 17201, phone 717-264-4141 ext. 3247, fax 717-264-1578; \$10.00.

On-line information/reviews: BDA: <http://www.biodynamics.com/books.html>

"Community Shared Agriculture: Putting the Culture Back Into Agriculture," by R Samson. *Sustainable Farming: The Magazine of Resource Efficient Agriculture Production* (1994) [NAL Call #: HD9225 A2V35 1992]

Availability: Ecological Agriculture Projects

<http://www.eap.mcgill.ca/MagRack/SF/Spring%2094%20E.htm>

"Community Supported Agriculture," by S Ehrhardt. *Dig Magazine* [1996?].

Availability: <http://www.digmagazine.com/96/56-96/sylvia.cfm>.

"Community Supported Agriculture," by E Wiggins. *Ag Opportunities (Missouri Alternatives Center)* (Nov./Dec. 1998) 9(1)

Availability: <http://agebb.missouri.edu/mac/agopp/arc/agopp022.txt>

"Community Supported Agriculture," by E Gibson. *Small Farm News* (Nov./Dec. 1993) pp.1, 3-4. [NAL Call #: HD1476 U52C27]

"Community-Supported Agriculture: A Risk-reducing Strategy for Organic Vegetable Farmers," by C Nickerson. *American Journal of Agricultural Economics* (1997) 79(5): p. 1729. [NAL Call #: 280.8 J822]

"Community Supported Agriculture: Can it Become the Basis for a New Associative Economy," by G Lamb. *Biodynamics* (Nov./Dec. 1994): p. 8-15.

Community Supported Agriculture Conference (University of California, Davis, Dec. 1993), Davis CA : Small Farm Center, 1994? 37 pp. (Proceedings, edited by G Cohn). [NAL Call #: S494.5 A65C65 1993]
Availability: ANR Communication Services, 6701 San Pablo Ave., Oakland CA 94608-1239, phone 800-994-8849, fax 510-643-5470; Product code SA-002, \$8.00.

“Community Supported Agriculture: Connecting Consumers and Farms,” by V Grubinger. *The Grower: Vegetable and Small Fruit Newsletter* (1993) 93(11): pp.6-7. [NAL Call #: SB321 G85]

Community Supported Agriculture: Growing Food and Community. Madison WI: Center for Integrated Agricultural Systems, College of Agriculture and Life Sciences, University of Wisconsin-Madison, 1998.
Availability: <http://www.wisc.edu/cias/pubs/resbrief/021.html>

The Community Supported Agriculture Handbook: A Guide to Starting, Operating or Joining a Successful CSA, by Wilson College Center for Sustainable Living. 88 pp. Chambersburg PA: Center for Sustainable Living, Wilson College, 1997. [NAL Call #: S494.5 A67C65 1998]
Availability: The Robyn Van En Center, c/o Center for Sustainable Living, Wilson College, 1015 Philadelphia Ave., Chambersburg PA 17201, phone 717-264-4141 ext. 3247, fax 717-264-1578; \$10.00.

Community Supported Agriculture: Local Food Systems for Iowa [December 1996]
Availability: PDF file at Iowa State University Extension,
<http://www.extension.iastate.edu/Pages/pubs/su.htm>

Community Supported Agriculture - Making the Connection: A 1995 Handbook for Producers, by University of California, Cooperative Extension, Placer County. Auburn CA; Davis, CA: University of California Cooperative Extension, Placer County; Small Farm Center, University of California, 1995. [NAL Call #: S494.5 A65C66 1995]
Availability: UC Cooperative Extension, Attn: CSA Handbook, 11477 E Avenue, Auburn CA 95603, phone 530-889-7385; \$31.81, make check payable to UC Regents.
On-line information/reviews: Press release reference,
<http://www.sare.org/san/htdocs/hypermail/html-home/10-html/0264.html>

“Community Supported Agriculture: Niche Market or Paradigm Shift,” by D Guenther, pp. 2-5 in *Greenbook*, Saint Paul MN: Minnesota Dept. of Agriculture, Energy and Sustainable Agriculture Program, 1996. [NAL Call #: S494.5 S86M56]
Availability: Energy and Sustainable Agriculture Program, Minnesota Department of Agriculture, 90 West Plato Blvd., St. Paul MN 55107, phone 651-296-7673; ask about free copies of this article as well as the *Greenbook* series.

“Community Supported Agriculture - Part II”, by J Hoffman. *The Natural Farmer* (special supplement, 1996).

“Community Supported Agriculture: Research and Education for Enhanced Viability and Potential in the Northeast,” by DA Lass. *Sustainable Agriculture Research and Education (SARE) Research Projects, Northeast Region* (1996). 31pp. (SARE Project Number: LNE95-63. Record includes computer diskette. Reporting period for this report is September 1995 to December 1996. Report includes publication entitled “1996 CSA Farm Network”). [NAL Call #: S441 S855]

“Creating a Market,” by S Milstein. *The Mother Earth News* (1999) 172 pp.40-44. [NAL Call #: AP2 M6]

“CSA - A First Year's Experience,” by J Bauermeister. *Washington Tilth* (1997) pp.3, 12-15. [NAL Call #: S605.5 W372]

“Direct Marketing Options: Farmers Markets, Restaurants, Community Supported Agriculture and the Organic Alternative,” by S Gilman, pp. 118-121, in *Agricultural Outlook Forum. Proceedings* (Washington DC, 1999). Washington DC: USDA World Agricultural Outlook Board, 1999. [NAL Call #: aHD1755 A376]

Availability: WordPerfect and ASCII versions at
<http://www.usda.gov/agency/oce/waob/outlook99/99speeches.htm>

“Eight Tips From the Experts to Make Your Community Shared Agriculture Project a Success,” by A Salm. *COGNITION: The Voice of Canadian Organic Growers* (1997). [NAL Call #: SB453,5 C6]

Availability: Ecological Agriculture Projects
http://www.eap.mcgill.ca/MagRack/COG/COG_E_97_04.htm

“Factors Influencing the Decision to Join a Community Supported Agriculture (CSA) Farm,” by JM Kolodinsky and LL Pelch. *Journal of Sustainable Agriculture* (1997) 10(2-3): pp.129-141. [NAL Call #: S494.5 S86S8]

“A Farmer's Perspective on the CSA Movement,” by J Leap. *The Cultivar* (1996) pp.7-8

Farms of Tomorrow Revisited: Community Supported Farms, Farm Supported Communities, by T Groh and S McFadden. Kimberton PA: Bio-dynamic Farming and Gardening Association, 1997. 294 pp. [NAL Call #: HD1491 U6G76 1997]

Availability: Biodynamic Farming and Gardening Association, P.O. Box 29135, San Francisco CA 94129-0135, phone 888-516-7797, fax 415-561-7796, e-mail biodynaimc@aol.com; \$17.50 plus \$4.50 shipping & handling (plus \$1 for each additional book ordered), checks payable to “Biodynamic Farming and Gardening Association”

On-line information/reviews: BDA: <http://www.biodynamics.com/books.html>

“Filling the Boxes - Designing a CSA Crop Plan,” by J Leap. *The Cultivar* (1997) pp.3-5.

“Growing Food, Growing Community: Community Supported Agriculture in Rural Iowa,” by B Wells, S Gradwell, and R Yoder. *Community Development Journal* (1999) 34(1): pp.38-46. [NAL Call #: S521 C65]

Iowa Community Supported Agriculture Resource Guide for Producers and Organizers. Ames IA: Iowa State University Extension, 1999.

Availability: ISU Extension Distribution, 119 Printing and Publications Bldg., Iowa State University, Ames IA 50011-3171, phone 515-294-5247, fax 515-294-2945; Publication # Pm-1694, \$5.00, non-Iowa residents add \$4.25 shipping and handling.

The Legal Guide for Direct Farm Marketing, by N Hamilton. Des Moines IA: Drake University Agricultural Law Center, 1999 (Prepared under a grant from the US Department of Agriculture, Sustainable Agriculture Research and Education (SARE) Program)

Availability: Drake University Agricultural Law Center, 2507 University Ave., Des Moines IA 50311, phone 515-271-2065; \$20.00.

The Many Faces of Community Supported Agriculture (CSA): A Guide to Community Supported Agriculture in Indiana, Michigan, & Ohio, by LB Delind. Hartland MI: Michigan Organic Food and Farm Alliance, 1999. 107 pp. (Funding provided by the North Central Region Sustainable Agriculture Research and Education (SARE) Program through the Cooperative State Research, Education and Extension Service, U.S. Department of Agriculture under special project number 06709)

Availability: Michigan Organic Food & Farm Alliance (MOFFA), P.O. Box 530, Hartland MI 48353-0530, phone 810-632-7952, fax 810-632-7620, e-mail hncinc@ismi.net, web <http://www.moffa.org>; Item # BK101, \$13.50 plus \$5.00 shipping and handling (\$1.50 each additional item), make checks payable to MOFFA.

On-line information/reviews: MOFFA <http://www.moffa.org/pubs.htm>

Maximizing Shareholder Retention in Southeastern CSAs: A Step Toward Long Term Stability, by DJ Kane and L Lohr. Portland OR: D. Kane, 1997 ("This study is supported by a grant from the Organic Farming Research Foundation (OFRF) in Santa Cruz, CA"). [NAL Call #: HD1484 K36 1997]

Availability: Organic Farming Research Foundation, P.O. Box 440, Santa Cruz CA 95061, phone 831-426-6606, fax 831-426-6670, email research@ofrrf.org; \$2.00.

Rebirth of the Small Family Farm: A Handbook for Starting a Successful Organic Farm Based on the Community Supported Agriculture Concept, by B Gregson and B Gregson. (1st ed., Vashon Island WA: IMF Associates, 1996. 64 pp. [NAL Call #: HD1476 U62W24 1996])

Availability: IMF Associates, P.O. Box 2542, Vashon Island WA 98070; \$9.95, checks payable to IMF.

Sharing the Harvest: A Guide to Community-Supported Agriculture, by E Henderson and R Van En. White River Junction VT: Chelsea Green, 1999. 254 pp. (In partnership with Sustainable Agriculture Research and Education (SARE), Northeast Region) [NAL Call #: HD1492 U6 H46 1999]

Availability: Chelsea Green Publishing, P.O. Box 428, White River Junction VT 05001, phone 1-800-639-4099; \$24.95 plus \$6.00 shipping and handling

On-line information/reviews: The Publisher: <http://www.chelseagreen.com/Sharing/index.html>

Small Farm Resource Guide. Washington DC: Small Farm Program, USDA/CSREES, 1998.

Availability: USDA-Cooperative State Research, Education and Extension Service, Plant and Animal Systems, Stop 2220, 1400 Independence Ave, S.W., Washington DC 20250-2220, phone 202-401-4385, fax 202-401-5179, email sfp@reeusda.gov; Free. Also: <http://www.reeusda.gov/smallfarm/guide.htm>

"Small-scale Community Supported Agriculture." *Countryside and Small Stock Journal* (Mar. 1999) 83(2): p.78. [NAL Call #: S521 C62]

"Successful Transition to Organic Farming," by D Block. *In Business: The Magazine for Environmental Entrepreneurship* (Nov./Dec. 1998). (Magazine published by J-G Press, Inc., 419 State Ave., Emmaus PA 18049, phone 610-967-4135)

Sustainable Agriculture Research and Education (SARE) Program, National Database of Projects.
Washington DC: Sustainable Agriculture Research and Education (SARE) Program, CSREES, USDA, 1999.

Availability: <http://www.sare.org/san/projects/>

To Till It and Keep It: New Models for Congregational Involvement with the Land, by D Guenther. White Bear MN: Land Stewardship Project, 1995.

“Western Region Community Supported Agriculture (CSA) Conference,” by J Lawson. Sustainable Agriculture Research and Education (SARE) Research Projects, Western Region (1996) 9 p. (SARE Project Number: SW94-022. Date of report is March 11, 1996. This is a final report.) [NAL Call #: S441 S8554]

“Who Leaves the Farm? An Investigation of Community Supported Agriculture (CSA) Farm Membership,” by J Kolodinsky and L Pelch. *Consumer Interests Annual* (1997) 43: p.46.

“Why People Join CSAs.” *In Business: The Magazine for Environmental Entrepreneurship* (Nov./Dec.1998). (Magazine published by J-G Press, Inc., 419 State Ave., Emmaus, PA 18049, phone 610-967-4135)

Video and Audio Cassettes

CSA: Be Part of the Solution. Slide show including 22 text slides and 44 photo slides that illustrate text.
Availability: The Robyn Van En Center, c/o Center for Sustainable Living, Wilson College, 1015 Philadelphia Ave., Chambersburg, PA 17201, phone 717-264-4141 ext. 3247, fax 717-264-1578; \$45.00.

CSA: Making a Difference. 15 minute video
Availability: The Robyn Van En Center, c/o Center for Sustainable Living, Wilson College, 1015 Philadelphia Ave., Chambersburg, PA 17201, phone 717-264-4141 ext. 3247, fax 717-264-1578; \$10.00.

CSA Clip Art. Over 300 images relevant to small-scale and CSA. Hard copy only.
Availability: The Robyn Van En Center, c/o Center for Sustainable Living, Wilson College, 1015 Philadelphia Ave., Chambersburg, PA 17201, phone 717-264-4141 ext. 3247, fax 717-264-1578; \$4.00.

CSA: Building a Future for Farming in the Northeast. Northeast CSA Conference Proceeding Audio Cassettes. 38 lectures on audio tape.
Availability: The Robyn Van En Center, c/o Center for Sustainable Living, Wilson College, 1015 Philadelphia Ave., Chambersburg, PA 17201, phone 717-264-4141 ext. 3247, fax 717-264-1578; ask for the list of tapes/order form; tapes are @5.00 plus \$1.65 shipping and handling, through Technical Video, Inc., no checks.

Periodicals and Listservs

The Community Farm: A Voice for Community Supported Agriculture. Published quarterly, \$20/year.

Availability: Jim Sluyter and Jo Meller, 3480 Potter Rd., Bear Lake MI 49614, phone 616-889-3216, e-mail: fsfarm@mufn.org

web site: <http://www.mufn.org/public/tcf>

Growing for Market: A Journal of News and Ideas for Market Gardeners. Published monthly, \$30.00/year.

Availability: Fairplain Publications, P.O. Box 3747, Lawrence KS 66046, phone 785-748-0605 or 800-307-8949, fax 785-748-0609, e-mail growing4market@earthlink.net

CSA-L Listserv, CSA-L@prairienet.org e-mail list

listowners John Barclay (jbarclay@prairienet.org) of Prairieland CSA in Champaign, Illinois and Sarah Milstein (milstein@pipeline.com) of Roxbury Biodynamic Farm in New York

Availability: subscription information: <http://www.prairienet.org/pcsa/CSA-L/>

Internet Resources

Center for Agroecology & Sustainable Food Systems, University of CA, Santa Cruz

"What is Community Supported Agriculture (CSA)?"

<http://zzyx.ucsc.edu/casfs/publicinfo/community.html>

Community Supported Agriculture in Maine

<http://www.state.me.us/agriculture/marketprod/communityag.htm>

Farmer's Market Online

Community Support (Resource Page)

<http://www.farmersmarketonline.com/Communit.htm>

Missouri Alternatives Center

<http://agebb.missouri.edu/mac/>

The Small Farm Program

USDA-Cooperative State Research, Education and Extension Service

<http://www.reeusda.gov/smallfarm>

Sustainable Agriculture Network

<http://www.sare.org/>

USDA Agricultural Marketing Service, Farmer Direct Marketing, Farm Direct Marketing Bibliography, Part 8

http://www.ams.usda.gov/directmarketing/b_8.htm

Urban Agriculture Notes/City Farmer
Canada's Office of Urban Agriculture
<http://www.cityfarmer.org/>

Homepage for E-Mail List CSA-L@prairienet.org
<http://www.prairienet.org/pcsa/CSA-L/>
(includes resource and networking organizations, CSAs with Web pages, etc.)

Organizations

National Organizations

Alternative Farming Systems Information Center
National Agricultural Library, ARS, USDA
10301 Baltimore Ave., Room 304
Beltsville MD 20705-2351
phone 301-504-6559, fax 301-504-6409
e-mail afsic@nal.usda.gov
<http://www.nal.usda.gov/afsic>

American Farmland Trust
Agricultural Economic Development, Technical Assistance
Herrick Mill, One Short Street
Northampton MA 01060
phone 413-586-4593; fax 413-586-9332
<http://www.farmlandinfo.org>

Appropriate Technology Transfer for Rural Areas (ATTRA)
P.O. Box 3657
Fayetteville AR 72702
phone 800-346-9140 (M-Th 8:30am-4:30pm CST; F 8:30am-12:30pm CST)
<http://www.attra.org/>

Biodynamic Farming and Gardening Association
P.O. Box 29135
Bldg 1002B, Thoreau Center, The Presidio
San Francisco CA 94129-0135
phone 415-561-7797; fax 415-561-7796
e-mail biodynamic@aol.com
<http://www.biodynamics.com>

Canadian Organic Growers
P.O. Box 6408
Station J, Ottawa, Ontario, K2A 3Y6 CANADA
phone 613-231-9047, e-mail
COGinfo@gks.com
<http://gks.com/cog/>

CSA Farm Network Publications
Steve Gilman
130 Ruckytucks Road
Stillwater NY 12170
phone 518-583-4613
e-mail sgilman@netheaven.com

CSA Works
115 Bay Road
Hadley MA 01035
phone 413-586-5133

Ecological Agriculture Projects
McGill University (Macdonald Campus)
Ste-Anne-de-Bellevue, QC, H9X 3V9
CANADA
phone 514-398-7771; fax 514-398-7621
e-mail info@eap.mcgill.ca
<http://eap.mcgill.ca/>

Robyn Van En Center
Wilson College Center for Sustainable Living
1015 Philadelphia Ave
Chambersburg PA 17201
phone 717-264-4141 x3247; fax 717-264-1578
e-mail jayneshord@usa.net
<http://www.umass.edu/umext/csa/>

State and Regional Organizations

California Certified Organic Farmers
1115 Mission St.
Santa Cruz CA 95060
phone 831-423-2263
toll free in CA 1-888-423-CCOF
fax 831-423-4528
<http://www.ccof.org/index.htm>

Carolina Farm Stewardship Association
P.O. Box 448
Pittsboro NC 27312
phone 919-542-2402; fax 919-542-7401
e-mail cfsa@carolinafarmstewards.org

Center for Integrated Agricultural Systems (CIAS)
1450 Linden Dr Rm 146
University of Wisconsin
Madison WI 53706
phone 608-265-3704
e-mail jhendric@macc.wisc.edu

Community Food Security Coalition
P.O. Box 209
Venice CA 90294
phone 310-822-5410; fax 310-822-5410
e-mail asfisher@aol.com
<http://www.foodsecurity.org>

CSA West
Center for Sustainable Food Systems
Univ. of California
1156 High St.
Santa Cruz CA 95064
phone 408-459-3964, fax 408-459-2799
e-mail farmcsa@aol.com
<http://www.caff.org/caff/programs/>

The Farm Connection
P.O. Box 477
Dixon NM 87527
phone 505-579-4386

Farming Alternatives Program
216 Warren Hall
Cornell University
Ithaca, NY 14853
phone 607-255-9832
<http://www.cals.cornell.edu/dept/ruralsoc/fap/fap.html>

Future Harvest-Chesapeake Alliance for Sustainable Agriculture
University of Maryland
2101 Ag/Life Sciences Surge Bldg.
College Park MD 20742-3359
phone 301-405-8762; fax 301-405-8763
e-mail fhcasa@umail.umd.edu

Great Lakes Area CSA Coalition (GLACSAC)
C/o Petter Seely
7065 Silver Spring Lane
Plymouth WI 53073
phone 414-8922-4856

Hartford Food System
509 Weathersfield Ave
Hartford CT 06114
phone 860-296-9325, 860-296-8326
e-mail hn2838@handsnet.org

Iowa Network for Community Agriculture (INCA)
1465 120th St.
Kanawha IA 50447
phone 515-495-6367
e-mail libland@kalnet.com

Just Food/NYC Sustainable Food System Alliance
290 Riverside Dr #15D
New York, NY 10025-5287
phone 212-677-1602; fax 212-677-1602,
212-677-1603
e-mail info@justfood.org

Land Stewardship Project
2200 Fourth St
White Bear Lake MN 55110
phone 651-653-0618, fax 651-653-0589
e-mail lspwbl@mtn.org
<http://www.landstewardshipproject.org>

Leopold Center for Sustainable Agriculture
209 Curtiss Hall
Iowa State University
Ames IA 50011-1050
phone 515-294-3711
e-mail leocenter@iastate.edu
<http://www.leopold.iastate.edu>

*Madison Area Community Supported
Agricultural Coalition (MACSAC)*
4915 Monona Drive, Suite 304
Monona WI 53716
phone 608-226-0300, fax 608-226-0301
e-mail info@wrdc.org
<http://www.wisc.edu/cias/macsac>

*Maine Organic Farmers & Gardeners
Association*
P.O. Box 2176
Augusta ME 04338-2176
phone 207-622-3118
e-mail mofga@mofga.org
<http://www.mofga.org>

Michael Fields Agricultural Institute
W2493 County Rd ES
East Troy WI 53120
phone 414-642-3303; fax 414-642-4028
e-mail mfai@mfai.org

*Michigan Organic Food and Farm Alliance
(MOFFA)*
P.O. Box 530
Hartland, MI 48353-0530
phone 810-632-7952, fax 810-632-7620
e-mail hncinc@ismni.net
<http://www.moffa.org>

Minnesota Food Association
1916 2nd Ave. South
Minneapolis, MN 55403-3927
phone 612-872-3298
e-mail odonno014@tc.umn.edu

*Minnesota Institute for Sustainable Agriculture
(MISA)*
University of Minnesota
411 Borlaug Hall
St. Paul MN 55108-1013
phone 612- 625-8235; fax 612-625-1268
toll free 1-800-909-MISA
e-mail: misamail@gold.tc.umn.edu
<http://www.misa.umn.edu/csag.html>

New England Small Farm Institute
P.O. Box 937
Belchertown MA 01007
phone 413-323-4531

New Mexico Farmers Marketing Association
phone 1-888-983-4400 (toll free)
e-mail marketsnm@nets.com
<http://www.farmersmarketsnm.org>

Northeast Organic Farming Association (NOFA)
411 Sheldon Rd
Barre MA 01005
phone 508-355-2853, fax 978-355-4046
e-mail JACKKITT@aol.com
(also NOFA state chapters involved in CSA, e.g.,
New York, Vermont, New Hampshire, New
Jersey, Connecticut)

*Northeast Sustainable Agriculture Working
Group (NESAWG)*
P.O. Box 608
Belchertown MA 01007-0608
phone 413-323-4531; fax 413-323-9595
e-mail nesawg@smallfarm.org

Northern Plains Sustainable Agriculture Society
9824 79th St SE
Fullerton, ND 58441-9725
phone/fax 701-883-4304
email tpnpsas@drservices.com
<http://www.npsas.org>

Ohio Ecological Food & Farming Association
P.O. Box 82234
Columbus OH 43202
phone 614-267-FOOD; fax 614-267-4763
e-mail oeffa@iwaynet.net
<http://www.greenlink.org/oeffa/>

Oregon Tilth
1860 Hawthorne Ave. NE, Suite 200
Salem, OR 97303
phone 503-378-0690; fax 503-378-0809
e-mail organic@tilth.org
<http://www.tilth.org/>

Pennsylvania Association for Sustainable Agriculture (PASA)
P.O. Box 419
Millheim PA 16854
phone 814-349-9856; fax 814-349-9840

Prairieland CSA
P.O. Box 1404
Champaign IL 61824-1404
phone 217- 239-3686
e-mail abarnes@prairienet.org
<http://www.prairienet.org/pcsa/pcsa.htm>

Seattle Tilth Association
4649 Sunnyside Avenue North, Room 1
Seattle, Washington 98103
phone 206-633-0451
e-mail tilth@speakeasy.org
<http://www.speakeasy.org/~tilth/index.html>

About AFSIC

The Alternative Farming Systems Information Center (AFSIC) is one of several topic-oriented information centers at the National Agricultural Library (NAL). The Library, located in Beltsville, Maryland, is the foremost agricultural library in the world, and is one of four U.S. national libraries along with the Library of Congress, the National Library of Medicine, and the National Library of Education. AFSIC is supported, in part, by USDA's Sustainable Agriculture Research and Education (SARE) program. AFSIC specializes in locating and accessing information related to alternative cropping systems including sustainable, organic, low-input, biodynamic, and regenerative agriculture. AFSIC also focuses on alternative crops, new uses for traditional crops, and crops grown for industrial production.

Alternative Farming Systems Information Center
National Agricultural Library, Rm 304
10301 Baltimore Ave.
Beltsville MD 20705-2351
phone 301/504-6559 or 301/504-5724, fax 301/504-6409
TDD/TTY: 301/504-6856, e-mail afsic@nal.usda.gov
<http://www.nal.usda.gov/afsic>

Small Farm Center
University of California
One Shields Ave
Davis CA 95616-8699
phone 530-752-8136; fax 530-752-7716
<http://www.sfc.ucdavis.edu>

Southern Sustainable Agriculture Working Group/Community Farm Alliance
P.O. Box 324
Elkins AR 72727-0324
phone 501-587-0888; fax 501-587-1333
e-mail ssfarm@juno.com

Sustainable Earth, Inc.
100 Georgetown Ct.
West Lafayette IN 47906
phone 765-463-9366, fax 765-497-0164
e-mail sbonney@iquest.net

Texas Organic Growers Association (TOGA)
P.O. Box 15211
Austin TX 78761
toll free 1-877-326-5175; fax 512-842-1293
e-mail suejefi@aol.com
<http://www.texasorganicgrowers.org/>

Wisconsin Rural Development Center
4915 Monona Dr., Ste 304
Monona WI 53716
phone 608-226-0300; fax 608-226-0301
e-mail wrdc@execpc.com
(works with Madison Area Community Supported Agriculture Coalition (MACSAC))



Part of USDA's efforts
to help small-scale
farmers and ranchers.

Farming for Profit, Stewardship & Community

TIP #2: ADD VALUE THROUGH MARKETING

Direct-marketing, niche markets and value-added processing offer you a share of the 50 percent of the food dollar that now goes to middlemen — and strengthens communities, too.

FARMERS MARKET DIRECTORY

USDA's 1999 National Farmers Market Directory lists hundreds of farmers markets across the country, a 10-percent increase in the number of markets since 1996.

How to order: Free from USDA's Agricultural Marketing service. Call Denny Johnson, (202) 690-0531; <http://www.ams.usda.gov/farmersmarkets/map.htm>

ADDING VALUE FOR SUSTAINABILITY.

This guidebook for producers, processors and community leaders interested in adding value to farm products offers practical information on food safety, financing, marketing and community support strategies for small-scale processors. Created by the Pennsylvania Association for Sustainable Agriculture and Cornell University's Farming Alternatives Program, with support from USDA-SARE.

How to order: \$8.50 + \$3 s/h to "Cornell University," Farming Alternatives Program, 17 Warren Hall, Cornell University, Ithaca, NY 14853; (607) 255-9832

SELL WHAT YOU SOW! THE GROWER'S GUIDE TO SUCCESSFUL PRODUCE MARKETING

This 304-page book by author Eric Gibson specifies strategies from master marketers around the country. Features information about direct-to-consumer marketing, retail outlets, specialty foods, wholesale, promotion and business management.

How to order: \$22.50 + \$3 s/h to NewWorld Publishing, 3085 Sheridan St., Placerville, CA 95667; (916) 622-2248

ATTRA'S MARKETING & BUSINESS SERIES

Farmer-ready publications on Community Supported Agriculture; Direct Marketing; Marketing Channels: Pick-Your-Own & Agri-Entertainment; Organic Certification; Resources for Organic Marketing; and Alternative Beef Marketing.

How to order: Free from ATTRA, 800-346-9140; <http://www.attra.org>

The tools listed here can help you apply this tip to improve your farm or ranch. See the "How to order" section under each reference to obtain your free or low-cost copy. This partial list was compiled by USDA's Sustainable Agriculture Research and Education (SARE) program in March 1999. Other resources not listed may also be suitable. See the "Education" link at <http://www.sare.org> for a complete set of tip sheets.



SHARING THE HARVEST: A GUIDE TO COMMUNITY-SUPPORTED AGRICULTURE

This inspirational yet practical handbook by Elizabeth Henderson with Robyn Van En lays out the basic tenets of community-supported agriculture for farmers and consumers. Covers startups, strategies and the satisfaction of building a CSA community.

How to order: \$24.95 to Chelsea Green Publishing, 205 Gates-Briggs Bldg, PO Box 428, White River Junction, VT 05001; 1/800-639-4099; <http://www.chelseagreen.com>

A FARMER'S LEGAL GUIDE TO PRODUCTION CONTRACTS

This SARE-funded project will help producers negotiate a sometimes-complicated legal system when trying to obtain contracts for alternative crops.

How to order: \$16.95 to the Agricultural Law Center, Drake University, Des Moines, IA 50311; (515) 271-2947.

LEGAL GUIDE FOR FARM MARKETERS

This guide from the Drake University Agricultural Law Center explores legal issues regarding direct marketing farm products; contracts; liability and insurance; processing and marketing of meat and poultry; labor and employment; community-supported farms; farmers markets; and local food processing rules.

How to order: \$20 to Drake University Agricultural Law Center, 2507 University Ave., Des Moines, IA 50311-4505; (515) 271-2947.

FREE-RANGE POULTRY PRODUCTION & MARKETING

This folksy, 120-page three-ring binder offers a guide to raising, processing and marketing chicken, turkey and eggs by Herman Beck-Chenoweth offers information on field production, processing facilities, slaughter procedures and finding a niche.

How to order: \$39.50 + \$4.50 s/h from Back Forty Books, 26328 Locust Grove Road, Creola, OH 45622, (740) 596-4379 (Ask for information about short courses for farmers.)

THE DIRECT MARKETING RESOURCE NOTEBOOK

For farmers who want to bring processing, packaging, labeling and marketing dollars home to their farms, this book includes case studies of different direct marketing enterprises, marketing contacts, and an extensive resources section.

How to order: \$20 to Nebraska Sustainable Ag Society, PO Box 736, Hartington, NE 68739; (402) 254-2289

Administered by USDA-CSREES, SARE has funded more than 1,400 projects looking at ways to farm more sustainably. To learn more about project findings by category, search SARE's national database on the web at www.sare.org/san/htdocs/research/ or contact Kim Kroll at (301) 405-5717. To obtain print versions of SARE research by region, contact a SARE regional office and request a copy of their most recent annual report or project list.

North Central SARE, (402) 472-0266; ncrsare@unl.edu

Northeast SARE, (802) 656-0471; nesare@zoo.uvm.edu

Southern SARE, (770) 412-4787; kberry@gaes.griffin.peachnet.edu

Western SARE, (435) 797-2257; wsare@mendel.usu.edu

RELEVANT WEB SITES

USDA's Farmer Direct Marketing web page
Includes a national directory of farmers markets; lists of upcoming conferences; a direct marketing newsletter and resources by state.
<http://www.ams.usda.gov/directmarketing>

USDA's Sustainable Agriculture Research and Education (SARE) program
Features on-line books and a database of more than 1,400 research projects funded by USDA-SARE
<http://www.sare.org>

Alternative Farming Systems Information Center's Direct Marketing and Related Topics bibliography
http://www.nal.usda.gov/afsic/AFSIC_pubs/qb9702.htm

Healthy Farmers, Healthy Profits
Direct-marketing tip sheets for small-scale vegetable growers.
http://bse.wisc.edu/HFHP/HFHP_home.htm

Organic Farmers Marketing Association
<http://web.iquest.net/ofma/>

OpenAir-Market Net
The World Wide Guide to Farmers' Markets, Street Markets, Flea Markets and Street Vendors.
<http://www.openair.org/>

Sustainable Farming Connection
Offers a forum for farmers to find and share information, including a diverse collection of marketing resources.
<http://metalab.unc.edu/farming-connection>



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For more information about this publication, please contact:

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Direct Farm Marketing and Tourism Handbook

This guide is designed to help farm and ranch operators (and other individuals who grow or process food products) market their products and services directly to the consumer.

You can access the guide online by following the links below. Please note that these pdf files require Acrobat Reader, which can be downloaded free from the [Adobe website](#).

You may also order a hard copy of the guide for \$25.00. Quantities are limited, please email tronstad@ag.arizona.edu for ordering information.

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5. [Taste Preferences Outweigh Appearances of Apples](#) 36 kb
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Send comments or questions to arecweb@ag.arizona.edu

Last updated August 17, 1999

Document located at <http://ag.arizona.edu/arec/pubs/dmkt/dmkt.html>

RESOURCE PACKET: DEVELOPING NEW MARKETS TO SUPPORT LOCAL AGRICULTURE



- Tapping New Markets
- Creating A Regional Product Identity
- Promoting Local Wholesaling



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RESOURCE PACKET: ADDING VALUE WITH SMALL-SCALE FOOD PROCESSING AND SPECIALTY DAIRY PRODUCTS



- Fostering Locally-Owned Food Processing Businesses
- Specialty Dairy Opportunities



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N.H. COOKS Food Processing Centers
Mid-Atlantic Agri-Business Incubator and Local
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No BST here
New Niches For Milk Marketers
Organic Dairies Market Real Values
Co-op sells organic cheese
Vermont Family Farms Premium Milk
Too Much Government?
Profiles of Dairy Producer-Handlers in New York

FARMERS' MARKETS AND RURAL ECONOMIC DEVELOPMENT



Farming Alternatives Program
Department of Rural Sociology
Cornell University

**Entrepreneurship,
Business Incubation,
and Job Creation
in the Northeast**

Community Agriculture Development Series

Overview

Our study of farmers' market vendors in the Northeastern U.S. shows that farmers' markets provide a variety of benefits and opportunities for their vendors and host communities. They permit vendors to achieve as a group what can be extremely difficult to do as individuals. Furthermore, farmers' markets enhance business opportunities for new and existing enterprises, foster business skills and entrepreneurship, and have positive effects on rural families. Like *business incubators*, farmers' markets provide rich entrepreneurial environments that help to hatch homegrown businesses and jobs, and generate new economic wealth in rural areas. Written for local economic development officials, Agricultural and Farmland Protection Boards, and Cooperative Extension staff, this publication outlines some of the results of the vendor study and discusses how public agencies can assist farmers' markets in contributing to rural development.

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About the Farming

Alternatives Program

The Farming Alternatives Program is dedicated to promoting a sustainable food and agricultural system which supports farm families and their communities. Our current program focus is on innovative marketing, value-added processing and sustainable farming practices. We conduct research, and provide information, educational programs, and referrals to diverse audiences, including Extension Agents and other agricultural educators, agriculture development organizations, and community decision leaders. The Farming Alternatives Program is supported by the College of Agriculture and Life Sciences at Cornell University.

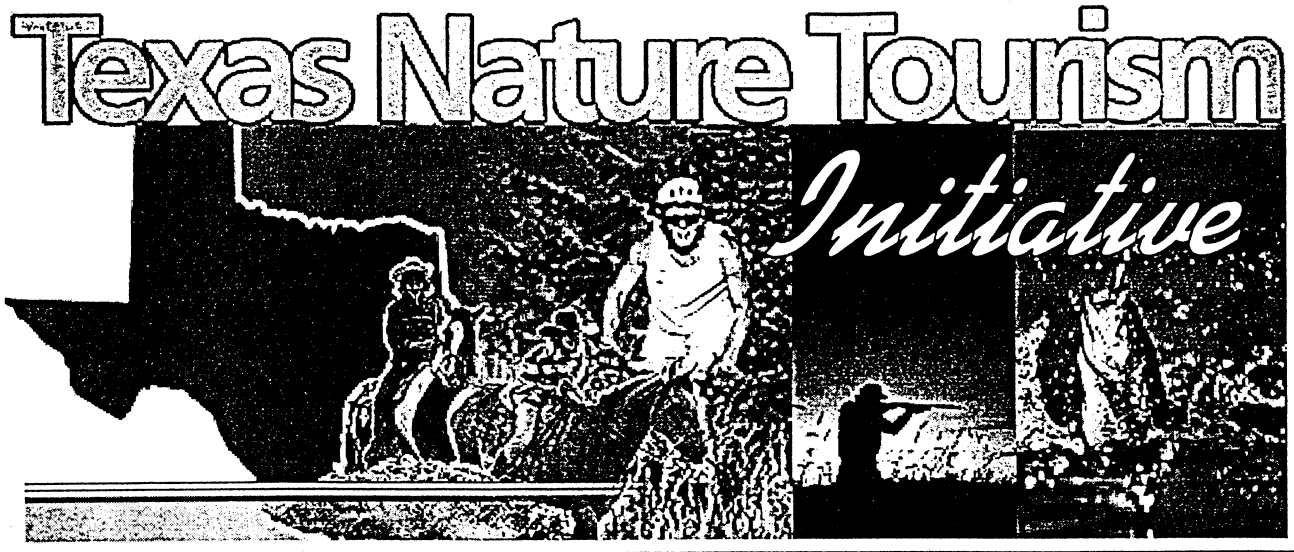
What is Community

Agriculture Development?

Community Agriculture Development (CAD) involves community-based partnerships working to create or improve economic opportunities for farmers, by: (1) sustaining existing farms; (2) providing opportunities for beginning farmers; and (3) strengthening rural communities. There are more than 40 CAD initiatives throughout New York State. The Farming Alternatives Program supports these efforts through research, education, and this series of Community Agriculture Development Bulletins.

The information in this publication is for educational purposes only. Reference to specific commercial organizations, products, or trade names is made with the understanding that no discrimination is intended and no endorsement by the Farming Alternatives Program is implied.

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Marketing Natural Resources

*Through Recreation and Tourism
Enterprises*

Facilitator's Resource Manual

Collaborating Organizations

Texas A&M University System
Texas Agricultural Extension Service
Texas Agricultural Experiment Station
Southwest Texas State University

Texas Parks & Wildlife Department
Natural Resource Conservation Service
Texas Nature Tourism Association
Texas Department of Economic Development - Tourism

Marketing Natural Resources Through Recreation & Tourism Enterprises

Latest Revision: April 27, 2000 (10:33AM)

NOTE: There is an underlying assumption of this agenda to address "marketing natural resources." The assumption is that the ranch owner has as their goal...to maximize return on their investment of (ROI) resources. Other personal goals and ideals are not considered even though, for some owners, they may have significant impact on resource allocation decisions.

Landowner questions / issues	Workshop Content	Learning Objectives
Goal - ROI	Introduction of Workshop	
Day 1 - 8:30 am	Goals of Owner Focus on ROI Nature tourism/types of enterprises overview - video/pictures - collage of images with little or no dialogue	<ul style="list-style-type: none"> *Focus of workshop - marketing *Goals of owners *1st focus is on ROI *2nd focus is on marketing through the eyes of the consumer *Understand the terms supply and enterprise as the businesses that produce the product *Understand the terms demand and market as the customers who purchase and experience the product *Introduced to the "marketing circle"
Who are my customers?	Developing a Marketing Perspective	
9:00 am - 11:00 am	① Contrasting Supply and Demand - Participant Exercise	<ul style="list-style-type: none"> *Understand the difference between supply and demand (market) perspectives *Know what it means to examine your enterprise from a market perspective
11:00 am - 12:00 pm	② Marketing - Presentation (Sarah Richardson)	<ul style="list-style-type: none"> *Know the definition of marketing *Understand market segmentation
12:00 pm - 1:00 pm Lunch		<ul style="list-style-type: none"> Introduced to the criteria for evaluating market segments and selecting target markets *Be familiar with the nine "P's" of tourism marketing *Know why tourism marketing is different from the marketing of most other products and services *Know the steps in developing a marketing plan
What do my potential customers want?	Collecting Market Information	
1:00 pm - 1:30 pm	Introduction ③ Methods of collecting market information	<ul style="list-style-type: none"> *Know the importance of being able to access data to describe market segments *Know that there are an infinite number of ways to segment markets *Understand the concept of using comparables to collect market information *Improve the understanding of the nine P's of marketing *Understand how market information can be secured
1:30 pm - 3:00 pm	④ Case studies ⑤ Comparables	<ul style="list-style-type: none"> *Understand the role and use of case studies *Understand the role and use of comparables in market information *Know the types of information that should be collected from comparable enterprises *Know how to collect comparable enterprise information
3:15 pm - 4:00 pm	⑥ Current markets - profiling existing customers	<ul style="list-style-type: none"> *Understand why to profile existing customers *Know the types of information that should be collected on current customers *Know the importance of a systematic collection of customer information and how that information can be used to make decisions *Know how to use information to segment markets

4:00 pm - 5:00 pm

Describing Marketing Segments/Products

⑦ Describing outdoor recreation markets using national and state trends, demographic and behavioral variables - Presentation (David Scott) – (60 min)

- *Know national and state trends in outdoor recreation participation
- *Understand how to use demographic, psychographic, geographic, and behavior data to segment and profile markets
- *Understand how to use trend data
- *Know which variables can be used to describe market segments

What are my options?

Day 2 - 8:30 am - 9:30 am

⑧ Alternative resource use decision making...how do I decide among options?

- *Understand how to identify alternative enterprise options
- * Understanding of the economic and personal trade-offs of non-traditional land-use enterprises.
- *Understand the purpose and processes of choice between traditional and non-traditional land-use enterprises.
- * Understanding the basic elements of commercial recreation feasibility analysis.
- * Understand the management trade-offs of enterprise diversification

9:30 am - 10:00 am

⑨ Defining options - two approaches: What do I have? What does the market want?

- *Understand the contrast between a market approach vs a resource (production) approach
- *Know about a process for discovering and identifying underutilized recreation and tourism resources on the land
- *Know the value of market understanding to inventory resources

How many are out there who will buy my recreation product?

10:15 am - 12:00 pm

Market Feasibility

⑩ Describing market segments using demographic, geographic and psychographic information
*Market Feasibility Exercise

- *Understand and apply the steps for a market feasibility analysis
- *Know how to segment markets using three types of information (demographic, psychographic, geographic)
- *Know how to associate a market profiles/segments with product/service mix
- *Know how to use market information and available data to quantify market segments
- *Demonstrate the impact of distance to market on volume of business
- *Demonstrate the impact of price on volume of business

12:00 pm - 1:00 pm Lunch

⑪ Describe product/service mix of the enterprise

- *Know how to describe the combination of activities and services that constitute the "experience" for a market segment
- *Understand the packaging and programming of resources required to provide the "experience" desired by a market segment

⑫ Positioning and competition
*differentiation

- *Understand and apply market positioning and competitor analysis
- *Know the impact of competition on volume of business
- *Know the importance of "positioning" with the customer to differentiate from the competition

How do I reach my potential customers?

1:00 pm - 2:00 pm

Advertising, Promotion and Evaluation

⑬ Methods of advertising and promotion - direct mail, internet, media

- *Understand the various advertising and promotion vehicles
- *Understand how to select an effective advertising and promotion vehicle
- *Know how to use direct mail to match the profile of the customer
- *Know how to evaluate direct mail marketing
- *Know sources of help in direct mail marketing

⑭ Evaluating advertising and promotion effectiveness
*address partnerships & industry insiders/media

- *Know the criteria for evaluating the different advertising mediums

Is it worth the effort?

2:00 pm - 3:00 pm

Enterprise Feasibility

⑮ What are my resource requirements/inputs?

- *Know the importance of market feasibility in enterprise feasibility
- *Know the steps in enterprise feasibility
- *Know the resource requirements/inputs for enterprise feasibility
- *Understand the types of information needed to project enterprise revenue

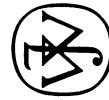
⑯ Comparing alternative investments

- *Understand the purpose and processes of choice between traditional and non-traditional land use enterprises

SUCCESSFUL MARKETING RESEARCH

*The Complete Guide
to Getting and Using
Essential Information
About Your Customers
and Competitors*

EDWARD L. HESTER



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United States
Department of
Agriculture

Agricultural
Marketing
Service

February 2000

Innovative Marketing Opportunities for Small Farmers: Local Schools as Customers



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Summary

Small farmers in the United States are declining in number and experiencing economic difficulty. Within that group, the number of African-American farmers has dramatically decreased since 1910, when 1 million African-American farmers owned 15 million acres of land. In 1998, fewer than 20,000 African-American farmers owned 2 million acres.

The U.S. Department of Agriculture's (USDA) Agricultural Marketing Service (AMS) and Natural Resources Conservation Service (NRCS), the West Florida Resource Conservation and Development Council (WFRCDC), and the Small Farmer Outreach Training and Technical Assistance Project, Florida A&M University (FAMU) have worked together on this pilot project to create marketing opportunities for limited-resource growers. The cooperators used *A Time to Act*, the report produced by USDA's National Commission on Small Farms, as a guide. A group of small farmers in the Florida Panhandle organized into the New North Florida Cooperative and established a location in Marianna, FL, 70 miles west of Tallahassee. The Cooperative recognized a considerable opportunity in serving local school districts with fresh agricultural products. This pilot project has made substantial progress over the 1997/98 and 1998/99 school years.

The Cooperative overcame initial difficulties, including lack of organization, economic difficulties, social attitudes, existing customer preferences, and lack of equipment. Realizing that effective organization was critical, these limited-resource growers formed a management team as a governing body. The management team addressed problems and handled day-to-day business activities in a unified, methodical way. The Cooperative acquired capital and purchased necessary startup equipment, such as a refrigerated trailer, cutting machines, and wash sinks.

The Cooperative developed a good working relationship with the Food Service Director for the Gadsden County School District by providing high-quality produce, prompt deliveries, fair prices, and courteous professionalism. The vending experiences over the 1997/98 and 1998/99 school years were positive steps for the Cooperative in building a long-term, reputable business. The Cooperative's main product was fresh-cut, leafy greens, but watermelons, strawberries, blackberries, and muscadine grapes were also sold. Word-of-mouth advertising has portrayed the Cooperative as a reputable vendor and opened doors of opportunity in other school districts, including Jackson, Leon, and Walton Counties.

Reap New Profits: Marketing Strategies for Farmers & Ranchers
A PowerPoint Presentation for Educators

1 – Title image: Collage of marketing strategy images

Presenter: For a small or medium-sized farm operation, innovative marketing strategies may mean the difference between a profitable, successful enterprise and closing the farm gate forever. Alternative marketing strategies have become an important way for small and medium-sized farms and ranches to prosper. Rather than accepting prices offered by wholesalers, direct marketers gain the power to turn a profit back in their own hands.

2 – Text image:

- Farmers markets
- Pick-your-own farms
- Farm stands/Value-added products
- Entertainment farming/Agri-tourism

Presenter: We will lay out some of the more successful alternative farm marketing strategies. You will probably pick up several ideas from the successes of others.

3 – Text image:

- Community supported agriculture (CSA)
- Cooperatives
- Restaurant sales
- Mail order/Internet
- Direct marketing meat

Presenter: Farmers markets, farm stands, agritourism, community supported agriculture and adding value to farm products offer producers direct connections to their customers and allow them to sell a “farm experience” as well as their goods.

4 – Text image: Knowledge of production without effective marketing usually will not bring a rewarding return.

Presenter: Coming up with a great idea is just the beginning. You still need to research your proposed enterprise using sound business planning and decide whether it makes sense for you and your family. Use this accompanying bulletin from the Sustainable Agriculture Network for additional ideas and a list of helpful resources.

5 – Text image:

- Great idea
- Planning
- Implementing
- Evaluating/Refining

6 – Title image: Farmers markets

Presenter: Farmers markets may be the most common direct-marketing strategy. According to USDA’s Agricultural Marketing Service, the number of farmers markets in this country jumped from 2,410 to 2,746 in just two years.

7 – Text/Photo image: Farmers market photo with “1996 – 2,410 markets; 1998 – 2,746” super-imposed.

Presenter: That increase in farmers markets reflects an increasing preference for farm-fresh produce. This most popular form of direct marketing perhaps has done more than any other strategy to increase support for farmers and farming. Many customers prefer to buy produce from farmers they know and trust, especially the small family farms that help support communities.

8 – Text image: Maine farmers market customers say supporting local farmers was their second reason for shopping there, behind product quality. Source: University of Calif. Small Farm Program.

9 – Farmers market photo

Presenter: Farmers markets usually offer a secure, regular and flexible outlet where a vendor can sell a wide range of fresh produce, plants, value-added farm products and crafts. Beginning direct-marketers may want to start with farmers markets.

10 – Farmers market photo

11 – Text image: *Dynamic Farmers’ Marketing: A Guide to Successfully Selling Your Farmers’ Market Products* by farmer Jeff Ishee

12 – Text image: Market tips

- Colorful, layered displays of your products are enhanced by signs, packaging, even the clothes you wear.
- Price in round numbers to speed sales and eliminate problems making change.

- Don't deliberately or drastically undersell your fellow farmers.

13 – Text image: To locate farmers markets in your area, go to www.ams.usda.gov/farmersmarkets/map.html, or call USDA's Agricultural Marketing Service at (202) 720-8317.

14 – Title image: Pick-your-own

Presenter: Pick-your-own marketing turns the job of harvesting, packing and transporting to the customer. While it can be a good way to offset labor costs, many farmers find it most profitable when paired with an on-farm tourism activity.

15 - Photo: Pick-your-own

16 – Text/photo slide: "People don't come all the way out here to get cheap food. They come because it's fun and the berries are absolutely fresh."

Earnie Bohner
Persimmon Hill Berry Farm

Presenter: The popularity of pick-your-own farming has declined since the 1970s and 1980s, but it remains a great marketing option for small growers with a good client base — especially those located on the edge of urban areas. Pick-your-own reduces harvest labor needs and eliminates most post-harvest tasks such as grading, washing, packing, cooling and storing.

17 – Text image: Producers considering pick-your-own need will need:

- liability insurance
- space for parking
- ability to supervise customers
- a willingness to host the public

18 - Photo/text image:

The success of pick-your-own marketing is often in the details, such as:

- Having an answering machine message listing prices, conditions and operating hours
- Maintaining evening and weekend hours
- Creating a pleasant setting for families

19 - Title slide: Farm stands

Presenter: Producers opening stands on site can sell freshly harvested produce that does not need to be trucked beyond the farm gate. Key to supporting such a venture is a location along a busy road, with good, attractive signage.

20 - Photo: Farm stand sign

Presenter: A good farm stand also functions as a place to display and sell value-added products. Producers should examine their products and brainstorm about how processing might increase their value.

21 – Photo: Value-added product

Presenter: Fruit growers can dry their product or make wines, juice, vinegar, spreads, sauces, syrups and preserves. Grain growers might want to create cereals and baking mixes. Dairy operators can bottle milk or create homegrown cheese, while livestock producers might sell dried meat or specialty cuts.

22 – Photo: Value-added product

23 – Text image:

- Feature high-demand items, such as fresh-picked sweet corn
- Pick locations on or near busy roads
- Contact your local extension agent for more information about setting up a stand
- Familiarize yourself with regulations governing food products

Presenter:

Local extension offices should have information about how to construct sales stands, small market buildings, and produce displays.

24 – Title image: Entertainment farming

Presenter: Pairing farms with entertainment can draw families — and their recreational dollars. Seasonal festivals, hayrides, petting zoos, on-farm classes and workshops bring more potential customers to the farm. Another option for recreational farming is leasing wooded land or marginal cropland for hunting, fishing or hiking.

25 – Photo: Agritourism

Presenter: Social skills and a scenic, clean, attractive farm are crucial for success in agritourism and can overcome a location that is less than ideal.

26 - Photo: Agritourism

27 – Photo/text image: State tourism bureaus can offer a wealth of ideas and information. Increasingly, county and state economic development boards offer expertise and/or publicity.

28 – Text image:

- Producers will need good “people” skills
- Tourism offices can help bring customers
- Link to the state Department of Agriculture for help with farm festivals, etc.

29 – Title slide: Community-Supported Agriculture

Presenter: Community supported agriculture (CSA) is still new to most people. But since it began in the U.S. in the late 1980s, it has grown tremendously as farmers and consumers have seen the many advantages to this unique partnership.

30 – Photo: CSA

Presenter: CSA is an organized form of subscription marketing in which consumers pay up front in the beginning of the growing season in exchange for weekly supplies of fresh produce. By paying in advance, they become members of the farm who share in many of the risks of farming, but also share the bounty.

31 – Photo: CSA

Presenter: Many CSA farms offer members opportunities to volunteer at the farm. This not only lowers costs, but also allows members to learn more about what it really means to grow food. No two CSA farms are alike. Some supply such items as flowers, berries, eggs, meat or honey in addition to standard produce.

32 – Photo: CSA

33 – Photo/text image: “We want our customers to be more sensitive to the farm situation. The more they understand the connection of family farms to healthy communities, the better for us and farmers everywhere.”

-- Molly Bartlett, CSA farmer, Hiram, Ohio.

34 – Text image: When evaluating community supported agriculture consider:

- Proximity to customers
- Ability to host members
- Willingness to sponsor farm events
- Variety of products
- Ability to distribute produce

Presenter: Farmers may ask members to come to the farm to pick up their shares, or they might deliver them to centrally located distribution sites. Many CSA farmers produce weekly or biweekly newsletters describing the anticipated

harvest and featuring recipe ideas. Others reach out through listservs or websites.

35 - Title slide: Cooperative Marketing

Presenter: Some direct marketers go it alone, but many find that profitability comes through working with others. Through a cooperative, producers share marketing expenses and risks and negotiate with buyers as a team. Co-ops create all sorts of new opportunities, from diversifying products to reaching new markets.

36 - Photo: Co-op

37 - Photo: Co-op

Presenter: Perhaps the most attractive aspect of joining a co-op is the ability of a group to diminish financial risks for individuals.

38 - Photo: Co-op product

Presenter: With start-up help from a SARE grant, the farmer-owned Vermont Quality Meats marketing cooperative is netting top dollar for its products and providing 52 member farms with crucial income.

39 – Text image: Vermont Quality Meats marketing cooperative has put \$100,000 to \$150,000 extra profit into the collective pockets of its member producers in less than a year.

40 – Text image: “Instead of throwing our product away at the auction and supporting a bunch of middlemen, we’re doing all those steps ourselves.”

Lydia Ratcliff

Founder, Vermont Quality Meats

41 – Text image: To set up a marketing cooperative...

Presenter: The USDA’s Rural Business-Cooperative Services agency offers information and assistance in setting up and managing a cooperative marketing effort, as does the National Coop Business Association.

42 – Text image: To learn more about cooperatives and community development, visit the National Cooperative Business Association at www.cooperative.org/economic.cfm

43 – Title slide: Direct sales to restaurants

Presenter: Restaurants and specialty stores such as health food outlets long have been prize

markets for many growers, because they are usually willing to pay premiums for quality, freshness and reliable delivery.

44 – Photo: restaurant photo

Presenter: In the competitive restaurant business, chefs continue to seek innovative ways to draw customers. Featuring fresh, unusual produce straight from the farm has become an increasingly popular way to do this.

45 – Restaurant photo

46 – Restaurant photo

Presenter: Growers need to cultivate relationships with chefs and food buyers and stay attuned to their needs. Maintaining good communication about what will be available and how chefs or buyers would like them harvested is key to successful sales.

47 – Text image: Upscale restaurants and specialty stores pay top dollar for quality produce and hard-to-get items. Growers usually can expect about 10 percent more than wholesale prices for standard items at mainstream restaurants.

48 – Text image: “Get to know how the chef wants the produce picked. If squash soup is on the menu, larger ones are okay. If the squash is to be presented whole on the plate, they can’t be longer than 3 inches.”

Cass Peterson

49 – Title slide: Mail order/Internet

Presenter: As mail order and Internet sales continue to grow, creative farmers are jumping on board. Both spell convenience for busy people looking for unique products. The good news: Farmers don’t need to be computer experts to tap into millions of potential buyers, although maintaining a successful web site is time-consuming and challenging. If farmers already have a good customer base, web sites and mail-order strategies offer good ways to diversify and expand.

50 – Image: Wheat Montana website

51 – Image: Hartzler Dairy website

52 – Text image:

- Visit web sites that connect farmers and consumers. <www.localfarm.net>, <www.upick.com> and <www.smallfarms.com>

- Update your catalog or website often
- Find reliable shippers

53 – Title slide: Direct Marketing Meat

Presenter: For meat producers facing an increasingly concentrated market, direct marketing offers the opportunity to retain a greater share of product value. One good selling point is offering tastings for new customers. Marketing meat and animal products, however, means making food safety issues paramount.

54 – Photo: Meat tasting

55 – Text image: For more information about meat inspection regulations, see *The Legal Guide for Direct Farm Marketing* by agricultural law professor Neil Hamilton.

56 – Text image: For more information, check with FSIS

57 – Text image: Strategic planning

Presenter: Overall, new enterprises such as agricultural direct-marketing strategies require strategic planning. Not only do farmers need to plan, but they also must consider ongoing evaluation against stated goals.

58 – Text image: Where do you want to be in 10 years?

Presenter: It’s important to check in regularly to measure progress against 5- and 10-year goals. How do they fit with the farm family’s goals and resources?

59 – Text image: Resources

Presenter: We’ve just laid out some alternative marketing ideas. You may want to seek help from your local extension agent and other experts from your land grant university to help make *your* idea a reality. Consult some of the resources listed on the last two pages of “Reap New Profits: Marketing Strategies for Farmers and Ranchers” for more sources of information about creating a strategic plan.

60 – Text image: Resources (continued)

61 – Photo/text image: Credits

